

to solve?

Respondent 7A: We knew that a quality product could not be brought in and that we had to make it ourselves. But it also had to be easy to make and the taste had to be good. Consistency would also be very important. We call this blind taste testing. The team combined a theoretical and an iterative process, working what I call elbow-ghries important in the situation - I asked them whether they had built their theoretical pasta in an actual pizza shop during a peak period, and until then they hadn't - so I asked them to go do it there - and this helped a lot with solving the problem. They received good feedback from the other employees in the store as well. Also, you have to take the supply chain into account.

It is important to be consistent in our business. Also - something like this has to be easily executable. All of the stores need to be able to make the same quality pasta at the same speed anywhere. It only takes one unhappy customer to destroy trust in a product.

Also, our customers have an expectation of speed and convenience. We need to be able to prepare something in 40 minutes

Nortjé: Why was it important to solve this problem?

Respondent 7A. Trust with the Consumer based on the consistent experience over time. This helps to avoid breakdown in trust and to protect the brand. Consistent behaviour and our ability to execute is of the utmost importance.

I-120 Toyota Learning II

Nortjé: Why was it important to solve this problem?

Respondent 7B: We wanted to capture the market - and to do that we had to solve the pasta problem. We believed we could improve on what our opposition was offering. Feedback from our first try showed us our clients liked pasta. We also used some market research and realised that pasta would sell well.

I-121 Toyota Learning III

Nortjé: Why are these aspects important?

Respondent 7B: We value being in tune with our client needs. Our business

is about client satisfaction. One should know one's market. I've also learned in franchising that you shouldn't try and be everything for everyone. An example is Fishaways stealing the market from Something Fishy as Fishaways kept to fish but Something Fishy introduced chicken.

Nortjé: Why is this important?

Respondent 7B: Revenue comes from client satisfaction. Business is about money. If one wants a warm fuzzy feeling then there are other things to keep yourself busy with. One needs to have a successful business

Nortjé: Why is it important to have a successful business?

Respondent 7B: Using my own framework, I believe success lies in the eyes of the beholder. One needs to be comfortable with life and fulfilled. Everyone in this life has goals - this is healthy progression. Our successes have a direct influence on feeling satisfied. You have to be able to carry on with life until you are 70 or 80 and have a well- lived life. This means taking life step by step but not necessarily falling into a comfort zone. You have to be able to maintain your life.

I-123 Toyota Learning II

Nortjé: Why was it important to solve this problem?

Respondent 7B: We have to have a standard way of preparing a pizza. It relates to formulas we use and the costs we calculate when we sell a franchise and a corresponding profit margin that will go with the franchise. Speed of service is also important to our customers and this helps with that. There is no other way to make a promise of time to our customers if we do not have a standard way of preparing pizza. We need to be able to keep our promises. This keeps both the customer and the franchisee happy. Our franchisees listen to our clients. Therefore it is also important to be involved with the franchisee as they are involved with the clients and can give you valuable feedback.

I-124 Toyota Learning III

Nortjé: Why are these aspects important?

Respondent 7B: We need to be able to keep our promises we make to our

franchisees. If something backfires and the system we promise does not deliver, within normal circumstances, and we cannot deliver to customers what they want, then the franchisees will look elsewhere and rather buy one of our competitor's franchises. To have healthy progression is a key focus of business. When our franchises draw more happy customers than our competitors we will sell more franchises.

I-125 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)

Respondent 7C: Our delivery vehicle would wait at the gates of security complexes for forty minutes because of the long queue of visitors hoping to enter. We then specified our promise of 39 minute delivery applies only to the entrance of the gate. In order to improve the service we launched an SMS delivery notification service that is triggered as soon as the pizza leaves the store. This has prevented customers from phoning us on a Friday evening asking how long they still have to wait for their pizza.

I-127 Toyota Learning III

Nortjé: Why are these aspects important?

Respondent 7C: I want my shop to be the best pizza place - I want to be better than the other franchises. I want to be acknowledged as the best franchise the country.

O-106 Before a Case 7 franchise is opened in an area a due diligence is completed to understand the customer behaviour and needs in that area.

P-42 "Innovation in our market is crucial as the consumer tries new things / ideas. However, because the bulk of them are fickle, the early bird catches the worm"

P-70 "Cost on way in respect of absolute consumer focus"

P-77 "We do believe the customer is king. We look at what the customer will pay and then develop the product to fit in these parameters"

P-84 "Definitely value as defined by the customer. Already implemented. Look at creating value products and great price without compromising our brand"

G.2 Organise by value stream

Case 1

I-11 TOYOTA Learning I

Nortjé: Can you give me another example of a problem that was successfully solved?

Respondent 1B. It concerns customer supplied items of zero value, and must be fitted on a customer product, e.g. a microwave oven. We needed to manage these customer supplied items well, so we got a multi disciplinary group together to discuss, with quality also involved, and sat around a table to get a holistic view, the former way of handling it, did a gap analysis, found the ideal, made sure it complies with customer requirements, and then designed a new process and signed it off - changed the status quo.

I-17 TOYOTA Learning I

Nortjé: Can you give me another example of a problem that was successfully solved?

Respondent 1C: [The function] Demand has become part of [the function] Dispatch, and that has allowed us to solve queries faster. We are now down there with them in dispatch. There is no wasting of time anymore running up and down to get stuff fixed.

O-14 Evidence of grouping by function, e.g. on the shop floor areas the presses, hand forming, treatment, curing facilities, etc. are located based on function and in support offices accountant, designers, engineers, inventory management, etc. located based on function.

O-16 Some examples of work distributed horizontally and not vertically (although this seem to be the exception), for example the Boeing support staff co-located and involved with product scheduling on the shop floor.

P-204 Stronger cross-functional integration drive - to reduce lead time; disconnects between people; improve problem solving; reduced cost; improved quality.

P-57 "Business integration and local / domestic added value and efficient

P-337 "People expect everything to be done for and given to them, and always keep open the option to blame someone for the problem / situation."

P-344 "We do not have enough skilled resources to do this. Cross-skilling can work in product but seldom in specialist areas such as design. It should focus on creating work relations with a common objective."

P-351 "Finding a balance of product - value stream - flow with process - line - emphasis and driving teamwork."

Case 2

I-20 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)

Respondent 2A: We are busy solving one - the way in which we allocate resources. The problem is that we grew from being a small firm to a large firm, and one of our Directors did the resource allocation in her head, for everyone, as she received all new business. She called us in and told us it doesn't work anymore for her - she found that the project she had received most recently was the one that would receive the most attention and resources, and then the rest of the team would be angry with her. So she called all the senior staff together and spoke to them. The discussion was about how to structure with clients, and the human resources and organisational development streams. There is cross-project cross-stream use of resources, and everyone felt overwhelmed, but because they were called together, resources are allocated to newly formed groups and will stay in those groups.

I-26 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)

Respondent 2B: We had a problem with the availability of Directors, and they said they needed to avail themselves more to the business. They had to make some structural changes to be less operationally involved. They got the entire company together, not the operational side - only consulting, and we discussed plans on how to structure the teams, so that they could release the Directors. We brainstormed plans, analysed each others' personalities, discussed our clients and listed the projects, to see where they were too involved to see where we could release them. We noted everyone's preference to find those comfortable with managing and those who preferred specialisation, either in organisational development or in human resources. Some were in the middle of the road. Eventually we designed a new structure, and established client managers for the bigger clients, with smaller teams reporting to them. The Directors were able to get more involved in managing the business, and are more available than they were in the past.

We now need to get the client managers to the level of the Directors. We have found a new predicament - in the managing of our resources. Where do you draw the line between increasing capacity and getting more work in?

- P-338 "We have effective integration between 'families', but this can be improved, and employees will learn more skills. Employees at our company are willing to assist, help out on other projects."
- P-345 "Our teams are currently product-related. Should perhaps be more mixed, horizontal."
- P-352 "We work in small teams and we can be accountable"
- P-72 "We do a lot to understand our customers. We offer 'intangibles' which can only be valuable to the customer if he has the need at the time. We live close to our customers - the client managers have an important role"
- P-338 "We have effective integration between 'families', but this can be improved, and employees will learn more skills. Employees at our company are willing to assist, help out on other projects."

Case 3

I-47 TOYOTA Learning I

Nortjé: Can you give me another example of a problem that was successfully solved?

Respondent 3B: We had a problem in that we had only one technician in packaging. He was pulled in every direction during setups. So we did a kaizen with help of overseas colleagues and decreased setup time. We also separated cleaning and changeover, to save the technician time. The engineering guys also learned how to do setups. They are nearly competent - they still need to do an assessment. The operators were also taught how to do some parts of the changeover and are self-sufficient. They also did some problem solving to make it easier.

- P-339 "We have this in our IPT, Integrated Process Team"
- P-346 "Merck to discourage Silos and encourage ownership."
- P-353 "Encourage people to work cross-functionally to improve skills."

Case 4

O-71 Case 4 has an integrated design team, a goldsmith, setter, designer and management, who discusses every new design.

- P-347 "We have implemented this to a large extent with our main brands, with very few shared resources."
- P-340 "I do not think this applies in our case, we work with brands in our holding company."
- P-347 "We have implemented this to a large extent with our main brands, with very few shared resources."
- P-354 "Opportunity exists [to organise by value stream and co-locate value streams] but restricted by the size of the organisation."

Case 5

- O-82 Consultants are taught informally by their peers and superiors, possibly due to the smaller size and more informal setup.
- O-85 Case 5 uses Skype video conferencing to connect the British director with the offices in South Africa real time.
- O-86 The small office set up of Case 5 allows teams to sit together.
- P-348 "People in the company automatically help the under-performer. All familiar with teach others' tasks to a degree. We could develop a team-leader."
- P-341 None
- P-348 "People in the company automatically help the under-performer. All familiar with teach others' tasks to a degree. We could develop a team-leader."
- P-355 "We have specialisation of skills, but although some teams specialise in a specific area, they work closely together."

Case 6

- O-99 Case 6 organizes the areas of their shop floor according to product type and not according to manufacturing function, e.g. metal doors, fiber glass doors, wooden doors all located in the same area.
- P-342 None
- P-349 None
- P-356 "When the product is coming off the floor we must immediately check the product on the spot."

Case 7

- I-119 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently

successfully solved (i.e. results are improved as expected and problem is not recurring anymore)?

Respondent 7B: The type of market we are in requires us to be flexible to changing market needs. Our specific group wants to turn the pizza for South Africans into a commodity item, and therefore we need to introduce interesting side-products. One example is a smaller pizza for kids, another example is the introduction of pasta prepared at our outlets. We actually launched a pasta product earlier but had to take it off the market again - the end-product was not right. We re-launched it and today it is a significant success.

I-125 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)

Respondent 7C: Our delivery vehicle would wait at the gates of security complexes for forty minutes because of the long queue of visitors hoping to enter. We then specified our promise of 39 minute delivery applies only to the entrance of the gate. In order to improve the service we launched an SMS delivery notification service that is triggered as soon as the pizza leaves the store. This has prevented customers from phoning us on a Friday evening asking how long they still have to wait for their pizza.

O-115 At the Case 7 head offices, the employees are organized according to the products they sell (i.e. the specific franchise type they are involved with).

O-116 The Case 7 franchise teams are all co-located and in visual of each other.

P-350 "Highly standardised allows multi-tasking, and can lend to ability to change."

- P-343 "This strategy would be very beneficial in training new stores, and standardise and document everything."
- P-357 "[We can apply this to] field managers by completing competency tests in all areas of our business."

G.3 Deploy policy

Case 1

- O-22 Case 1 has a monthly management meeting where the performance of various departments are discussed and some objectives are set.
- O-23 Case 1 launched some initiatives they called 'blue sky' projects, which aimed to achieve a top down deployment of goals, for example the 'Galley Blue Sky'

Case 2

- O-42 Case 2 recently held a strategic planning session where they revised a strategy to work with clients. A big group of the organization participated. They decided to mine existing clients, as they do not use all of the retainers negotiated with existing clients.
- O-44 Strategy is communicated and executed informally. Basic strategy according to one of the consultants (confirmed by another) is to keep and 'mine' existing clients, and this happens through relationships with clients - every consultant needs to push the relationships that they have with clients.
- P-324 "Our strategy is broken down into performance contracts, but the performance management is not implemented properly."

Case 4

- P-319 "Simple yes-no replies to requests"

Case 5

- I-78 Toyota Learning II

Nortjé: Why was it important to solve this problem?

Respondent 5A: The stats were decidedly low compared to where they should be. I now have a meeting once a week with each person and holds them accountable. Our business is a numbers game. Also, our consultants seems to enjoy their own sphere of technology and when they get good stats. Everyone is chasing their own stats.

- O-82 Consultants are taught informally by their peers and superiors, possibly due to the smaller size and more informal setup.
- O-84 Case 5 employees have insight in and control over their bonus system and therefore the payout each month.

Case 7

- O-114 A Case 7 franchisee mentioned that he agreed with the head office to improve his delivery service the next year.
- P-406 "Should document what is allowed at store level, as there is a certain element of empowerment - 10% improvement each year."

G.4 Empower employees

Case 1

- O-29 The author found some evidence of decision making ability at the lowest level in the organization - some operators were given the task to maintain their machines and plan their own production schedules, while others were not. A number of operators complained about their inability to effect changes, and a lack of response when changes are suggested to their line
- O-30 Case 1 has a training facility with dedicated training staff, tasked with developing development plans for different groups of people in the company.
- O-31 Action lists on performance boards are used to raise attention of problems to senior managers.
- P-43 "We need to establish a culture where people feel comfortable to put forward ideas that might work or not, but it gets listened to"
- P-71 "Most of the people do not understand what, why etc the customer wants. People need to understand their role / importance in our 'food chain'"

Case 2

- I-26 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)

Respondent 2B: We had a problem with the availability of Directors, and they said they needed to avail themselves more to the business. They had to

make some structural changes to be less operationally involved. They got the entire company together, not the operational side - only consulting, and we discussed plans on how to structure the teams, so that they could release the Directors. We brainstormed plans, analysed each others' personalities, discussed our clients and listed the projects, to see where they were too involved to see where we could release them. We noted everyone's preference to find those comfortable with managing and those who preferred specialisation, either in organisational development or in human resources. Some were in the middle of the road. Eventually we designed a new structure, and established client managers for the bigger clients, with smaller teams reporting to them. The Directors were able to get more involved in managing the business, and are more available than they were in the past. We now need to get the client managers to the level of the Directors. We have found a new predicament - in the managing of our resources. Where do you draw the line between increasing capacity and getting more work in?

I-32 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)

Respondent 2C: I am not at the office that often, so it is difficult to say. I have not had much contact with the Director, I used to see her only once every 3 - 4 months. Therefore she had little input into my work. Now I have an appointment every two weeks - she has more input and it gives me the opportunity to ask questions if I get stuck.

O-42 Case 2 recently held a strategic planning session where they revised a strategy to work with clients. A big group of the organization participated. They decided to mine existing clients, as they do not use all of the retainers negotiated with existing clients.

O-46 According to one of the consultants, Case 2 is "a very empowered team". A monthly personnel meeting is held where all employees get the opportunity to raise concerns or make suggestions.

- O-47 Senior consultants are required to take business initiative. They just need to report their decisions / initiatives to senior management.
- O-48 An example of where one of the consultants were given Carte Blanche with product development. She is just required to sufficiently document the products she develops.
- P-107 "We should not be afraid to monitor performance and even show mistakes. A lot of coaching, mentoring, learning among employees. Willingness to share /
- P-23 "CT has a lot of opportunities where employees can work in their preferred field - use their skills in an area they are interested in"
- P-401 "We use mentors with great success. Decision making is fast, one level,
- P-408 "Employees are empowered to make decisions - managers act as mentors. We have to work on our depth of multi-skilled employees - very young workforce."
- P-86 "We constantly change teams to adopt to clients/ projects. We have teams small enough so that everyone can participate. Small teams (5 or 6) with client manager / project administrator"
- P-9 "We create opportunities - we empower others, if they succeed so do we, we consider satisfaction to be success"

Case 3

- I-44 Toyota Learning I
 Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)
 Respondent 3B: We had a right-first-time problem with some documents - there was a first time pass of only 60%. So we implemented coaching and kaizen and put standard work in place. Through this we found that they did not know how to do the calculations. Right now we are at 92%. The target is 95% but this is already a significant improvement.
- I-47 TOYOTA Learning I
 Nortjé: Can you give me another example of a problem that was successfully solved?
 Respondent 3B: We had a problem in that we had only one technician in packaging. He was pulled in every direction during setups. So we did a kaizen with help of overseas colleagues and decreased setup time. We also

separated cleaning and changeover, to save the technician time. The engineering guys also learned how to do setups. They are nearly competent - they still need to do an assessment. The operators were also taught how to do some parts of the changeover and are self-sufficient. They also did some problem solving to make it easier.

I-55 TOYOTA Learning III

Nortjé: Why are these aspects important?

Respondent 3C: First of all, you need to keep up with demand. If you do not give the customer their product on time, then they will look to someone else for that product, and we do not want to lose our customers. We manufacture life-saving drugs, and therefore the person who uses it needs to get it on time. At the same time I also did not have enough people and therefore we needed to improve. One person was just watching the machine and machines are not supposed to be watched - they are automated. The operators asked the same question after we bought the machine: 'Why do you buy this new machine and I have to come here and watch it? The machine must do what it is supposed to do. Give me a job where I can think.

O-69 One of the Case 3 supervisors mentioned that he tries to act as a mentor to the team members on the shop floor.

P-178 "Employees are being given the authority to take decisions at their working

P-31 "Delegating to give employees the sense of taking decisions and ownership"

P-38 "Empower operators to do even more for themselves, become self-sufficient. Train on equipment and improve problem solving by doing it after each run"

P-402 "We do have the small teams, flat structure but the resources are overworked! Decision making does lie in the correct places."

Case 4

I-59 TOYOTA Learning I

Nortjé: Can you give me another example of a problem that was successfully solved?

Respondent 4A: We ran into a problem with our franchisees when we dictated to them which stock controllers to employ. To satisfy the needs of

the franchisees we then allowed them to pick their own stock controllers, believing they were better serviced through their own choice.

I-69 Toyota Learning II

Nortjé: Why was it important to solve this problem?

Respondent 4B: It was very difficult to employ diamond setters in Durban, as the jewellery industry is traditionally located in Johannesburg and Cape Town. We could not afford the diamond setters from these two cities. It was cheaper to buy the rings overseas. Now we are able to train people off of the street. Now all the people that does diamond setting here has been trained in this factory.

O-75 When a problem arises in a work team they would call the team leader and discuss it with him.

P-102 "We match strengths and promote simplicity, but we can improve at employee participation and promoting a thinking workforce. We can improve by developing people"

P-116 "Adopt a program of mentorship, understanding the concept that people can grow in their roles, thereby becoming a bigger asset for the company"

P-32 "Place the right people in their jobs, measure productivity in the factory - remain at the forefront of the market"

P-403 "We must encourage people to think more. Or management team is empowered - can take more responsibility."

P-46 "Low staff turnover, relationship with staff - working environment, giving shares to staff, staff training - sponsorship (do more in the community)"

P-53 "Create learner-ship programs for unskilled workers, to learn a trade. Do succession planning"

Case 5

I-77 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)

Respondent 5A: One of our biggest problems was a group of assistants who were involved with receiving and collecting CV's. They were not getting the

results, and we share responsibility, hence they were dragging everyone down. So we separated the spheres of responsibility, each having different targets of which they are aware. They earn commission if they reach their goals. The other benefit of this solution is that it highlighted those who were not pulling their weight.

- O-81 Consultants provide a daily report of what they achieved against goals that was set for each person.
- O-82 Consultants are taught informally by their peers and superiors, possibly due to the smaller size and more informal setup.
- O-84 Case 5 employees have insight in and control over their bonus system and therefore the payout each month.
- O-85 Case 5 uses Skype video conferencing to connect the British director with the offices in South Africa real time.
- O-87 The placement process requires agreement by the previous person in order
for the placement to go ahead. This helps new recruits who are inexperienced as mistakes gets informally corrected.
- P-110 "Teaching / preparing candidates to ensure success. Consultants at people source act as mentors and coaches to assistant consultants"
- P-117 "We actively try to replace / replicate ourselves with employees, we being the managing partners"
- P-145 "Empower your people to solve problems, get them to think of why to solve and improve ways of doing things. Nothing is impossible - tackle problems head on, do not let them grow into mountains."
- P-33 "Ensuring we are getting people to work to full potential - need to make bigger, more obvious changes. To ensure that people within strive more towards full potential"
- P-411 "Do give limited decision making responsibility. Need to develop team leaders. Teams are multi-skilled."
- P-89 "Small enough divisions gives communication and performance management, aka industry specialisations"

Case 6

- O-100 Some shop floor workers mentioned to the author that they are allowed to make technical changes when they try to solve problems without prior

management approval.

- O-93 Case 6 balances their teams through informal task assignment. The small size of the company seems to enable this.
- O-94 Case 6 employees claim they raise problems immediately to the attention of management, albeit this process is informal. Management then responds. They also have weekly formalized meetings to discuss problems.
- O-95 On a Wednesday Case 6 employees meet from 4pm to 5pm to discuss problems and train each other.
- O-97 Case 6 operates an apprenticeship model. Work instructions get transferred from operator to operator.
- P-419 "If we have a solution to a problem it is something easy to get it to the boss."

Case 7

- O-108 A case 7 franchise owner explained to the author that he allows his team in the kitchen to balance the work amongst themselves, as he does not want to treat them as children.
- O-110 Case 7 uses computer screens that highlights to operators the amount of time that is left to process orders.
- O-117 Case 7 operates a suggestion scheme between franchisees and the franchisor.
- O-118 A case 7 franchisee mentioned to the author that the head office helps him to improve his advertising campaign but at the same time allows him freedom to come up with and pursue his own ideas.
- P-112 "Everyone is / should be a leader or act as a leader. Do what you say you will
- P-406 "Should document what is allowed at store level, as there is a certain element of empowerment - 10% improvement each year."

G.5 Eliminate waste before it occurs

Case 1

- I-15 TOYOTA Learning II

Nortjé: Why was it important to solve this problem?

Respondent 1C: Because otherwise we need to cut the sponges by hand, and that takes three quarters of a day. We loose man hours - so it is a loose-loose.

Nortjé: Why Else?

Respondent 1C: To save money - it is a cost saving.

Nortjé: Any other reason?

Respondent 1C: It is time consuming

- O-1 Case 1 links customer demand to launch quantities, for example their Boeing and Labinal (Airbus) product lines.
- O-11 There is evidence of interaction between different teams on the design of the Galleys products, e.g. various collaborative meetings, network based portals to share information, etc. Different units are co-located at different stages of the design process.
- O-12 The industrialization process receives inputs from the shop floor when a new task is performed.
- O-13 Evidence of Interactive process of design with customers, e.g. on the A400 design program, Airbus is involved, for example scheduled conference calls and mutual sharing of engineers.
- O-15 Evidence of project (product) managers that play a key role in both the industrialization and manufacturing processes, e.g. found them on the shop floor engaging operators, explaining production targets and providing problem solving suggestions to operators.
- P-1 "Aerosud people to change their view from personal success only to company success"
- P-190 "Not all the people involved in development and implementation"

- P-197 "We do not take production capability into account. Design for Operations is only a subset of DFx where $x = \{A \text{ (assembly); } M \text{ (manufacturing); } C \text{ (cost)}\}$
- P-204 Stronger cross-functional integration drive - to reduce lead time; disconnects between people; improve problem solving; reduced cost; improved quality.

Case 2

- O-40 Case 2 administers psychometric tests online, where in the past it used to be a paper and pencil exercise.
- O-41 Case 2 developed a standard proposal and costing spreadsheet that they use to submit proposals, easy to use for consultants.
- P-191 "CT has good cross-functional teams"
"We experience problems with technology - inhibits behaviour"
- P-198 "Delivery in teams, teams should be more cross-functional. Methodologies are designed to be re-used"
- P-205 "If we can have proper processes in place everyone can know where they fit"

Case 3

- P-192 "Integrated process teams a good example of co-location and flexibility in the line ensures easily producible products"
- P-199 "Bring quality assurance team closer to packaging, when packaging is complete to work order packaging, then to shipments"
- P-206 "Work with suppliers to eliminate waste out of artwork design, e.g. all errors to be eliminated by proof 2. Currently we normally go to proof 4, 5 and 6.

Case 4

- O-70 Case 4 designs rings with computer aided software in an attempt to simplify the manufacturing process.
- O-71 Case 4 has an integrated design team, a goldsmith, setter, designer and management, who discusses every new design.
- O-74 Case 4 takes a design and tweaks it until it is easily manufacturable.
- P-193 "Balanced production and product. Good use of technology. Must improve productivity - e.g. getting diamonds or adapt what we have"
- P-200 "Evaluate whether more complicated manufacturing should rather be bought from a 3rd party"
- P-207 "Easily producible - no. The nature of our product makes it difficult. Teams

well integrated."

Case 5

O-76 Case 5 says no to opportunities that lie outside of their core competence area.

P-194 None

P-201 "We work within a specialised area, develop an understanding of academics and personality to find what the candidate is best suited for. We have a strong sense of teamwork."

P-208 "We specialise in certain areas and are experts in these areas. Problems arise when we veer out of our areas of expertise."

Case 6

I-104 Toyota Learning I

Nortjé: Can you give me another example of a problem that was successfully solved?

Respondent 6B: Our customers have different size door openings to which they want to fit our product. This meant we either needed to sell them a header, which they often did not want, or take another panel and cut it shorter. We worked together as a team to solve this problem and came up with the idea to create different size panels and it solved the problem. In the end we created seven different sized panels we use in different applications.

I-107 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)?

Respondent 6C: When a client pays, there was no record of the payment. We created a cash receipt payment sheet which we hold in the office, to which all transactions are immediately recorded. Any transaction, whether speed point, cash, cheque or transfer, gets loaded with names, account number, invoice and receipt. We can now capture the payment quicker. We also attach the payment to the job card and to the quotation. We can reference all transactions backwards.

I-110 Toyota Learning I

Nortjé: Can you give me another example of a problem that was successfully solved?

Respondent 6C: Paperwork has been a problem. Before we moved into our current office area, paperwork was always a mission, and now with the new system of pastel it is much better controlled. Pastel assists with controlling, and various notes are added to the transaction. Now everything to do with a transaction is kept at the same place. This had led to a big improvement.

- O-88 Case 6 experiments with designs to see if their shop has the ability to manufacture doors that competitors manufacture.
- P-195 "Have all parts pre-pared to eliminate slow production time. Use standard itemised materials. Have the correct amounts of parts per unit, e.g. 1kg resin
- P-202 "Products not designed for easy manufacturing. Factory layouts are mass production layouts, not lean"
- P-209 None

Case 7

- I-113 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)?

Respondent 7A: The process and outcome of finance applications. The enormous effort that were previously involved in the application process when potential franchisees applied and the effectiveness of the process overall have been improved. This includes the site business case as well as the franchisee's financial position. In the past it used to cause a lot of headaches when potential franchisees ran into financial problems, and we had to get involved. It was not clearly defined what was sufficient proof of financial ability. Quite a few people are involved the processing of financial applications and therefore this lead to chaos. A difference of opinion was at the heart of the problem. When the process was standardised things worked much better. I believe this problem was successfully solved.

- I-116 Toyota Learning I

Nortjé: Can you give me another example of a problem that was successfully solved?

Respondent 7A: We tried to introduce a new menu item, Pasta, at our franchises. The question we had to answer was the following: How do you make a good quality pasta in an environment where you do not cook food?

Our stores essentially reassemble cooked food on a round base - it is all pre-cooked food just re-assembled. Our first solution to this problem was to contract with a supplier to pre-make the pasta and then we would just heat it up in the store. However, this was too expensive as we had to charge the customer a premium on the high price we already paid to the supplier in order to achieve our margin. The product quality was also poor. Eventually we had to remove the item from our menus.

We however did want to reintroduce pasta, and we had to rethink how to make pasta in a pizza shop. The team really exceeded my expectation.

Nortjé. I notice you mention "exceeded your expectation". Why do you think the team had significant success with this problem?

Respondent 7A: What helped them was to imagine they had a brand new store - and that they could design it such that the entire pasta could be made fresh in the store. They went to a store and made pasta in the store, and then tried to retrofit it to the pizza processes. In so doing they were able to figure out how to make a fresh pasta in a consistent and fast way - in a pizza shop.

I-117 Toyota Learning II

Nortjé: What was the context of solving this problem, that made it important to solve?

Respondent 7A: We knew that a quality product could not be brought in and that we had to make it ourselves. But it also had to be easy to make and the taste had to be good. Consistency would also be very important. We call this blind taste testing. The team combined a theoretical and an iterative process, working what I call elbow-ghries important in the situation - I asked them whether they had built their theoretical pasta in an actual pizza shop during a peak period, and until then they hadn't - so I asked them to go do it there - and this helped a lot with solving the problem. They received good feedback from the other employees in the store as well. Also, you have to take the supply chain into account.

It is important to be consistent in our business. Also - something like this has to be easily executable. All of the stores need to be able to make the same quality pasta at the same speed anywhere. It only takes one unhappy customer to destroy trust in a product.

Also, our customers have an expectation of speed and convenience. We need to be able to prepare something in 40 minutes

Nortjé: Why was it important to solve this problem?

Respondent 7A: Trust with the Consumer based on the consistent experience over time. This helps to avoid breakdown in trust and to protect the brand. Consistent behaviour and our ability to execute is of the utmost importance.

I-122 Toyota Learning I

Nortjé: Can you give me another example of a problem that was successfully solved?

Respondent 7B: We tried to streamline our pizza preparation line. We found that the measuring cups and other measuring instruments were made of poor quality plastics that led to wear and tear, which in turn proliferated non-standardisation. One of the steps we took were to replace all our plastic measuring cups with aluminium measuring cups. Another step was to replace the manual cutting of dough with a machine that has taken over that

roll.

I-128 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)

Respondent 7C: Yes, during delivery on the motorcycles, we put pizzas into a backpack. Because of a sometimes bumpy ride the pizzas would fold in half. So we took empty boxes and built pillars and give additional support to the pizza. I have not received a complaint about this since, so the clients seem happy.

O-102 Case 7 implements tools that makes the manufacturing of their products easier, for example a cheese roll roller.

O-107 The case 7 menu is only sells items that use the same basic ingredients, i.e. pizza, pasta and subs.

P-84 "Definitely value as defined by the customer. Already implemented. Look at creating value products and great price without compromising our brand

P-196 "Explicitly state what our boundaries are."

P-203 "Make it better and easier first, then build the process around this"

P-210 "Develop ways to easy production. Learn and implementation crucial."

G.6 Promote flow

Case 1

- O-2 Case 1 provided evidence that they try to link launch quantities with customer demand, e.g. introducing more frequent launching in smaller batches, using finished goods supermarkets to match demand with supply and prevent overproduction.
- O-3 Case 1 installed Supermarkets to in an attempt to better manage inventory flow in their production system
- P-218 "We do not understand the real life implications of JIT in the global value stream; design > industrialise > manufacture > deliver."
- P-225 "Encourage reduction of batch sizes in all areas of business - purchasing of products, raw materials, shipping consolidations, launch sizes, financial paperwork."

Case 2

- P-212 "A lot can be improved at our company in terms of flow. We employ contractors and permanent employees - flexibility with contractors allows us to adjust to our environment."
- P-219 "Skill levels hampers flow. JIT service delivery. We do not design before the need is there. No time is spent developing / researching things before the need for it is identified."
- P-226 "We can improve by being more in touch with customer need, predicting their need, so we can be more prepared. Know which mode we are in - performance management, competency profiling, etc."

Case 3

- I-41 TOYOTA Learning I

Nortjé: Can you give me another example of a problem that was successfully solved?

Respondent 3A: We had a list of machines with long and complicated changeovers. Some were taking three hours, some five and some eight. For years, although we tried, there was no improvement. Then we mapped every

step of the process and brainstormed and reduced the steps necessary for a changeover from 68 steps down to 35 steps. We cut two hours out of an eight hour changeover. We were able to reduce the overtime and sustain it.

I-47 TOYOTA Learning I

Nortjé: Can you give me another example of a problem that was successfully solved?

Respondent 3B: We had a problem in that we had only one technician in packaging. He was pulled in every direction during setups. So we did a kaizen with help of overseas colleagues and decreased setup time. We also separated cleaning and changeover, to save the technician time. The engineering guys also learned how to do setups. They are nearly competent - they still need to do an assessment. The operators were also taught how to do some parts of the changeover and are self- sufficient. They also did some problem solving to make it easier.

I-48 TOYOTA Learning II

Nortjé: Why was it important to solve this problem?

Respondent 3B: We only run one shift and do not want to use overtime. We were running at a 150%. Now we get more products out and only work a slightly longer shift to get through our rhythm wheel.

I-50 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)

Respondent 3C: This turntable provided a problem. Before, when an operator wanted to load a bar, they had to stop the turntable, but this delays the filling. So we installed this tray so to fit the bar simultaneously. Now you can still have a constant feed while you are loading, and the operators can still function.

Another problem was the way we packed. It used to be by hand - sitting around the table packing manually. It was easy but a long process. Our branch in the Netherlands decommissioned this automatic packaging machine and wanted to throw it away, but we told them we could use this machine. We shipped it here, re-commissioned it and modified it. Now the operators just sit around the machine and there is a constant feed. A job that previously took one week now only takes one and a half days. We were able to do this with minimum expenditure. We only spent R5000 on import tax.

- O-51 Case 3 uses Kanban cards to help manage flow of their products through their manufacturing plant.
- O-52 The finished goods area was empty on the day the author visited the facility, according to one of the supervisors because a delivery had taken place.
- O-54 Various examples of where Case 3 conducted SMED exercises. One example is a reduction from 2 hours to 15 minutes on one of their lines.
- O-55 Case 3 conducts kaizen activities to reduce the amount of steps in producing products.
- O-56 Case 3 has a supermarket in place and uses Kanban cards in order to manage flow on the shop floor.

- O-57 The author saw an example of where a pallet was placed directly where it was needed, in stead of taking it to a stores requiring unnecessary handling
- P-213 "We have the Kanbans and the rhythm cycles for our flow but we need to execute it better"
- P-220 "Introduction of machinery that will be flexible"
- P-227 "Get better with having 15 days' inventory as safety stock to prevent stock outs"

Case 4

- P-214 "Inventory reduction strategy in place, working to improve"

Case 5

- P-222 "Have a measurable performance process in place to ensure flow. Held-ups are obvious and circled immediately. Process tweaked when necessary"

Case 6

- O-89 Case 6 keeps a little bit of stock to balance production flow. This changed from the past where they tried to keep zero inventory and manufacture just in
- O-90 Case 6 has some items they keep in supermarkets on their shop floor.

Case 7

- O-103 One of the Case 7 franchisee's mentioned that he tries to keep his non perishable inventory down to below 7 days.
- O-104 The case 7 kitchen layout is done so that any of their products (pizza, pasta, subs, etc.) can flow from one part of the kitchen to the other.
- P-217 "Better utilisation of our supply chain"
- P-224 "Make on demand as per demand, help reduce wastage. We make per order"

G.7 Increase resource effectiveness and efficiency and efficiency

Case 1

- O-10 The author found evidence of a preventative maintenance system. Sheets on machines indicate maintenance tasks due on specific intervals. Case 1 has a dedicated maintenance crew, but some maintenance tasks are performed by operators. Examples include their Boeing line, where operators are responsible for most of the maintenance, as well as the press cell, where the cell leader is also involved with servicing the machines.

- O-121 Multiple Case 1 equipment have undergone setup reduction or SMED activities, for example their 2000t press and their routers, which were fitted with vacuum beds.
- P-246 "Improve visual aspects of maintenance and improve "depth" of maintenance activities - currently too superficial."

Case 2

- I-21 TOYOTA Learning II
Nortjé: Why was it important to solve this problem?
Respondent 2A: Have you read The Goal? It is about flow and productivity - we did not have balanced flow of work. We would get four projects at a time - and it becomes a traffic jam. It is about capacity management - we do not want resources that do not have work but also not those who work significant overtime, that the client is not willing to pay for. It comes down to optimal
- P-240 "Our products are based on best practice. Clients' perceptions is his reality thus they should also perceive it as valuable. We quickly adopt to changes in needs. We give 300% but the client pays for 100%."
- P-247 "We use scientific methods to do our products. We are very effective in our offering, but we can improve on our efficiency."

Case 3

- I-47 TOYOTA Learning I

Nortjé: Can you give me another example of a problem that was successfully solved?

Respondent 3B: We had a problem in that we had only one technician in packaging. He was pulled in every direction during setups. So we did a kaizen with help of overseas colleagues and decreased setup time. We also separated cleaning and changeover, to save the technician time. The engineering guys also learned how to do setups. They are nearly competent - they still need to do an assessment. The operators were also taught how to do some parts of the changeover and are self- sufficient. They also did some problem solving to make it easier.

I-48 TOYOTA Learning II

Nortjé: Why was it important to solve this problem?

Respondent 3B: We only run one shift and do not want to use overtime. We were running at a 150%. Now we get more products out and only work a slightly longer shift to get through our rhythm wheel.

I-50 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)

Respondent 3C: This turntable provided a problem. Before, when an operator wanted to load a bar, they had to stop the turntable, but this delays the filling. So we installed this tray so to fit the bar simultaneously. Now you can still have a constant feed while you are loading, and the operators can still function.

Another problem was the way we packed. It used to be by hand - sitting around the table packing manually. It was easy but a long process. Our branch in the Netherlands decommissioned this automatic packaging machine and wanted to throw it away, but we told them we could use this machine. We shipped it here, re-commissioned it and modified it. Now the operators just sit around the machine and there is a constant feed. A job that previously took one week now only takes one and a half days. We were able to do this with minimum expenditure. We only spent R5000 on import tax.

I-54 TOYOTA Learning

Nortjé: Why was it important to solve this problem?

Respondent 3C: We had a problem with the output quantities. We needed to supply about 40 000 boxes per day, and we couldn't even get ten thousand. We invested in this new equipment but we were not getting what we were supposed to get. So we let the machine run and watched it to see if we could identify the problems and bottlenecks. Then we found the solution.

O-49 Case 3, belonging to a larger multi-national, does not have the ability to influence product design as they only manufacture and not develop their

product. However, they change line designs to be able to improve the

O-53 Case 3 has a preventative maintenance system in place.

O-54 Various examples of where Case 3 conducted SMED exercises. One example is a reduction from 2 hours to 15 minutes on one of their lines.

Case 4

P-235 "Machinery is well maintained."

P-249 "Special maintenance, yes. Effectiveness, where applicable, yes."

Case 5

O-77 Case 5 has employed personnel to focus on process flow establishment and improvement.

Case 6

O-91 Case 6 has a set of cleaning disciplines, e.g. blowing out the drills, servicing moulds and other that operators perform at the start and end of each day.

G.8 Standardise

Case 1

I-12 TOYOTA Learning II

Nortjé: Why was it important to solve this problem?

Respondent B: Why? It is Important to have control, otherwise no planning can be successful. Nothing will be successful without a margin of control. and customers and regulatory authorities expect it from us. We need to cut out any waste in the process and avoid embarrassment. It is also important for coherency amongst departments, because in the past no one could account for it. It is important to improve processes continually and address our internal needs.

I-13 TOYOTA Learning III

Nortjé: Why are these aspects important?

Respondent B: I believe we can create a learning culture inside the company if we ask the right questions. It is the better alternative and more cost effective, it makes things and we will be more customer focused. We can create an environment in which people are evolving to better standards. We

need to be able to compete in our market and stay flexible and not get stuck in our ways. Learning is important. We can also get rid of waste. You do not want waste in your processes, because it is multiplied every time you do it. Processes are slower and less cost effective. We need to be as lean as possible and we have to comply with the regulatory authorities to maintain contracts. Our industry is regulated because of safety requirements and we could forfeit our contract with our customers. We made this new procedure available to the whole company, everyone is working to a higher level, so now if we come across any challenges we will work from that level, and so keep on improving.

I-14 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)

Respondent 1C: We ran out of packaging material with our one client. So we set a buffer in place with min max of 16 sets per month, minimum of 8 and maximum of 16. It has run well the past couple of weeks.

I-8 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)

Respondent 1B: One scenario is where a manager wanted to implement 5S, so they did away with technology and big words and approached the cell leaders and supervisors and started a discussion of the value that it could add and highlighted the problems they were experiencing. They started implementing and cross-pollinating, and started getting excited - the production manager even 5S-ed his own office. It is now four months later, but when you think about the consequences it is a successful solution.

O-4 Case 1 showed evidence of a company wide 5S drive. The understanding of people re 5S was tested on different levels in the organisation, and these individuals seemed to understand and agree with the system

O-5 Case 1 uses a Process-Planning Sheet that , according to them, is a first step towards a standard operating procedure. However, after testing the operator

involvement in defining these, there seems to be limited collaboration in defining these.

- O-6 The process planning sheet Case 1 uses has provides a space on the sheet where shop floor workers can suggest improvements to the process.

Case 2

- I-23 TOYOTA Learning I

Nortjé: Can you give me another example of a problem that was successfully solved?

Respondent 2A: Invoicing. I do not know how we managed to do it in the past. It is about the capturing of everyone's hours through the time sheets. We have to capture time because that is what we sell. Everyone did it as they saw fit and the completed sheets were not used. I did not use it myself and also did not know I had to. I compiled my own because I had to invoice time, and added some additional features. Later all the new recruits started using my spreadsheet. We decided to roll my standard out to the entire company so that we could start reporting, it was difficult but we had to standardize. We went through a process of redesigning the spreadsheet, first incorporating all clients and activities and later narrowing it down. Over the past eight months we have changed people's behaviour to follow the new standard. We are now in a transition to a new system, but currently invoicing is a lot more visible. Projects, clients and activities are now correctly associated. The person who does the invoicing now knows how to do it. The accuracy of time reporting has improved. Everyone is now capturing in the same format, in the past we did not even capture.

- I-35 TOYOTA Learning I

Nortjé: Can you give me another example of a problem that was successfully solved?

Respondent 2C: Yes, our time sheet project. For the first time we all use the same time sheets. We will eventually go over to a computer system - it covers how you bill your time, why you bill or don't bill. It is not a final solution, but there is an improvement. Everyone is completing the new time sheet.

- O-41 Case 2 developed a standard proposal and costing spreadsheet that they use to submit proposals, easy to use for consultants.

- O-48 An example of where one of the consultants were given Carte Blanche with product development. She is just required to sufficiently document the products she develops.
- P-198 "Delivery in teams, teams should be more cross-functional. Methodologies are designed to be re-used"
- P-275 "We are standardised in terms of certain projects, but others not - depends on the project."
- P-37 "Get knowledge management so that we don't have to unnecessarily duplicate tasks"

Case 3

I-40 TOYOTA Learning III

Nortjé: Why are these aspects important?

Respondent 3A: Long term, if you resolve a problem you can move on to other problems and find a permanent resolution. We do this as part of our kaizen events, and use a kaizen newspaper to make sure they maintain whatever they achieved.

I-44 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)

Respondent 3B: We had a right-first-time problem with some documents - there was a first time pass of only 60%. So we implemented coaching and kaizen and put standard work in place. Through this we found that they did not know how to do the calculations. Right now we are at 92%. The target is 95% but this is already a significant improvement.

I-51 TOYOTA Learning II

Nortjé: Why was it important to solve this problem?

Respondent 3C: First of all, the operators were inconsistent in terms of packing, one working faster than the other. Therefore there was no reliability in time. Operators were finishing the same job in either three, four or five days. This is huge variability. We needed to implement certain standards. Now we have consistent flow. By studying the equipment that we have got, we can now use someone else's junk and it doesn't cost us anything. Where

in the past we could only do one product on this line, now we do all the products on this line.

O-58 The author found evidence of operators using standard operating procedures

O-59 Case three uses standard work for their supervisors

P-276 "Operators must be more involved in the creation of standard work."

P-283 "Standard work to be written by operators, not the supervisor."

P-290 "Let operators update operating and work instructions, introduce standard work for leaders."

Case 4

I-65 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)?

Respondent 4B: I have been in jewellery manufacturing for the last thirty years, and I have had problems throughout, but now the factory is run quite easily. An example of a problem that we have experienced over the years is the use of different alloys and the mix of alloys. For example - 18 carat white. It is a difficult alloy to work with. It has nickel in it, and that is fairly white, but we had problems with the plating process in that it reduced the white appearance and damaged the ring. Now this is not an issue anymore. We found the temperature is important. Also, if nickel is included and it is not hot enough or melted properly you would see specs of nickel, and this is tricky to work with.

I-68 Toyota Learning I

Nortjé: Can you give me another example of a problem that was successfully solved?

Respondent 4B: In the past gemstones used to be set manually by hand, but now we developed a technology where we pre- cast the stones to wax just prior to casting it with gold. This saves a lot of man-hours. We put effort into getting the master model right. Stone setting now only takes a couple of minutes in stead of an hour, and you do not have to use a skilled diamond setter or a highly skilled artisan anymore.

I-69 Toyota Learning II

Nortjé: Why was it important to solve this problem?

Respondent 4B: It was very difficult to employ diamond setters in Durban, as the jewellery industry is traditionally located in Johannesburg and Cape Town. We could not afford the diamond setters from these two cities. It was cheaper to buy the rings overseas. Now we are able to train people off of the street. Now all the people that does diamond setting here has been trained in this factory.

- P-11 "No Shortcuts to achieving success. Foster a culture that creates conscientious behaviour. There is no place for second best, strive for no. 1"
- P-18 "Competitive - yes; conscientious - yes, but opportunity to increase; anything is possible - definitely"
- P-193 "Balanced production and product. Good use of technology. Must improve productivity - e.g. getting diamonds or adapt what we have"
- P-319 "Simple yes-no replies to requests"

Case 5

- I-89 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)?

Respondent 5C: We had timekeeping issues. There was one specific employee who could never be at work on time, now she is getting to work on time.

- O-78 Case 5 uses a checklist when they process CVs.
- O-79 Case 5 discusses improvements to the checklist during team meetings.

Case 6

- I-104 Toyota Learning I

Nortjé: Can you give me another example of a problem that was successfully solved?

Respondent 6B: Our customers have different size door openings to which they want to fit our product. This meant we either needed to sell them a header, which they often did not want, or take another panel and cut it shorter. We worked together as a team to solve this problem and came up

with the idea to create different size panels and it solved the problem. In the end we created seven different sized panels we use in different applications.

I-107 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)?

Respondent 6C: When a client pays, there was no record of the payment. We created a cash receipt payment sheet which we hold in the office, to which all transactions are immediately recorded. Any transaction, whether speed point, cash, cheque or transfer, gets loaded with names, account number, invoice and receipt. We can now capture the payment quicker. We also attach the payment to the job card and to the quotation. We can reference all transactions backwards.

I-110 Toyota Learning I

Nortjé: Can you give me another example of a problem that was successfully solved?

Respondent 6C: Paperwork has been a problem. Before we moved into our current office area, paperwork was always a mission, and now with the new system of pastel it is much better controlled. Pastel assists with controlling, and various notes are added to the transaction. Now everything to do with a transaction is kept at the same place. This had led to a big improvement.

I-95 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)?

Respondent 6A: We had a problem with the sustainability of the company - it was too big for the amount of sales we had. However, the admin department was too small - and we had the wrong people employed. The team simply did not function good enough, especially the admin team. I received the management accounts only three months after the event as it were outsourced. I realised things were going wrong and had to cut costs - our downfall was the fact that I did not grow our admin wing. Although we

had significant turnover there was no profit. We had to do something and started analysing various processes. The factory was an absolute mess - one literally stepped on raw material as you walked throughout. Our lead time was too long and we had a lot of orders. We were selling door too cheaply. We had much more control when we started out, but as our staff numbers grew so did our problems, and they could not solve the problems. We started making huge losses. However, this past financial year was the first year of profit after three straight years of losses. We do however fear the current global economic crisis. Although we do not have any international customers, we are scared of what will happen with the South African economy. Developers are not building any new units.

O-91 Case 6 has a set of cleaning disciplines, e.g. blowing out the drills, servicing moulds and other that operators perform at the start and end of each day.

O-94 Case 6 employees claim they raise problems immediately to the attention of management, albeit this process is informal. Management then responds. They also have weekly formalized meetings to discuss problems.

Case 7

I-113 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)?

Respondent 7A: The process and outcome of finance applications. The enormous effort that were previously involved in the application process when potential franchisees applied and the effectiveness of the process overall have been improved. This includes the site business case as well as the franchisee's financial position. In the past it used to cause a lot of headaches when potential franchisees ran into financial problems, and we had to get involved. It was not clearly defined what was sufficient proof of financial ability. Quite a few people are involved the processing of financial applications and therefore this lead to chaos. A difference of opinion was at the heart of the problem. When the process was standardised things worked much better. I believe this problem was successfully solved.

I-122 Toyota Learning I

Nortjé: Can you give me another example of a problem that was successfully solved?

Respondent 7B: We tried to streamline our pizza preparation line. We found that the measuring cups and other measuring instruments were made of poor quality plastics that led to wear and tear, which in turn proliferated non-standardisation. One of the steps we took were to replace all our plastic measuring cups with aluminium measuring cups. Another step was to replace the manual cutting of dough with a machine that has taken over that roll.

I-128 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)

Respondent 7C: Yes, during delivery on the motorcycles, we put pizzas into a backpack. Because of a sometimes bumpy ride the pizzas would fold in half. So we took empty boxes and built pillars and give additional support to the pizza. I have not received a complaint about this since, so the clients seem happy.

O-102 Case 7 implements tools that makes the manufacturing of their products easier, for example a cheese roll roller.

O-109 Case 7 has installed timers on key equipment in order to prevent too much processing time.

O-112 The Case 7 franchise system specifies recipes, cooking instructions, cooking time, ingredients, business system, suppliers, advertising, etc. to franchisees.

P-21 "More competitive in our market in SA. Conscientious behaviour leading to success"

P-231 "Using ingredients on more than 1 menu item - reduces ingredients. Already done, can be monopolised on"

P-259 "Implemented how many problems solved, processed, improved. We use graphical images for right/ wrong, hard wire solution."

P-294 "Toyota can multi-skill labourers as we do. Needs in store standardisation to maximise profitability."

G.9 Formalise Industrial Engineering

Case 1

Nortjé: Can you give me another example of a problem that was successfully solved?

Respondent 1B. It concerns customer supplied items of zero value, and must be fitted on a customer product, e.g. a microwave oven. We needed to manage these customer supplied items well, so we got a multi disciplinary group together to discuss, with quality also involved, and sat around a table to get a holistic view, the former way of handling it, did a gap analysis, found the ideal, made sure it complies with customer requirements, and then designed a new process and signed it off - changed the status quo.

I-4 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)

Respondent 1A: Yes, we transferred the problem solving division to the Quality Manager - the entire problems solving group. It was a good move. One example of a problem that was solved was where the guys mixed parts, and we printed the shape of parts on our process planning sheets, hence the improvement.

- O-14 Evidence of grouping by function, e.g. on the shop floor areas the presses, hand forming, treatment, curing facilities, etc. are located based on function and in support offices accountant, designers, engineers, inventory management, etc. located based on function.
- O-17 Some evidence for the existence of current-future-current cycles, e.g. the implementation of future states on the Galley and Boeing lines.
- O-18 Case 1 has a dedicated continuous improvement team consisting of a group of Industrial Engineers.
- O-19 Evidence of interaction from suppliers and customers in the implementation of Lean systems throughout the value chain (e.g. supplier development visits, on-site meetings at both supplier, Case 1 premises and customers locations.
- O-20 Senior management involved in continuous improvement activity, e.g. the Managing Director conducts walkabouts on the shop floor where he is involved with improvement, and one of the other directors head the
- O-32 There are some flow lines set up in the company, for example the Galley production area.
- O-33 The author found four out of six main areas organized by function as opposed to value stream.
- O-34 There seem to be some attempts at organizing product teams (in manufacturing) together, for example the Galley and Labinal assembly areas.
- O-7 No evidence could be found that indicates pro-active problem solving. However, evidence existed on the production lines that indicates re-active problem solving, e.g. actions on an action list from morning meetings. The problem solving lists found was out of date. In a conversation with a shop floor manager regarding this he said that problem solving only takes place when

he puts pressure on his team members.

P-295 "Needs to get experts in for problem solving. Dedicated team and system [in place]."

P-330 "[Install] visual evidence of PDCA. Current action list not working, not visual enough."

P-92 "We see colleagues as competition, work in cells and do not really care about the downstream / upstream people. My way or the high-way"

Case 2

I-23 TOYOTA Learning I

Nortjé: Can you give me another example of a problem that was successfully solved?

Respondent 2A: Invoicing. I do not know how we managed to do it in the past. It is about the capturing of everyone's hours through the time sheets. We have to capture time because that is what we sell. Everyone did it as they saw fit and the completed sheets were not used. I did not use it myself and also did not know I had to. I compiled my own because I had to invoice time, and added some additional features. Later all the new recruits started using my spreadsheet. We decided to roll my standard out to the entire company so that we could start reporting, it was difficult but we had to standardize. We went through a process of redesigning the spreadsheet, first incorporating all clients and activities and later narrowing it down. Over the past eight months we have changed people's behaviour to follow the new standard. We are now in a transition to a new system, but currently invoicing is a lot more visible. Projects, clients and activities are now correctly associated. The person who does the invoicing now knows how to do it. The accuracy of time reporting has improved. Everyone is now capturing in the same format, in the past we did not even capture.

I-24 TOYOTA Learning II

Nortjé: Why was it important to solve this problem?

Respondent A: Invoicing determines income and we realised our proposals were not realistic. We did not scope for preparation or the wrap-up afterwards.

All the information were lost: The information needed for the admin of projects and the proposals were lost. Now we have standardised reports and more efficient preparation.

Also, the cash flow of the company benefits. We can now invoice our real

costs. Accountability of consultants is also influenced. Everyone works hard, but now it becomes transparent for all. Some only booked the 9 hours they were paid for, although they put in a significant amount of additional time.

- O-42 Case 2 recently held a strategic planning session where they revised a strategy to work with clients. A big group of the organization participated. They decided to mine existing clients, as they do not use all of the retainers negotiated with existing clients.
- P-247 "We use scientific methods to do our products. We are very effective in our offering, but we can improve on our efficiency."
- P-303 "We do this perhaps too much. The future plans for processes are in people's heads."
- P-310 "The managers are always thinking about how we can go forward, and trying to translate this down to the staff."
- P-380 "People's location in our company leads to knowledge transfer - people on different clients / projects might sit together. We can store emails and information more effectively."
- P-387 "Co-location done very well for teams. Offices shared. Shared folders for information - education on this is poor though".
- P-394 "We have a low or minimised hierarchy as such we are open and can reach the boss quickly. We can improve on the storing of our products."

Case 3

- I-39 TOYOTA Learning II

Nortjé: Why was it important to solve this problem?

Respondent 3A: It was a new piece of equipment. The operators were not trusting it. They had preconceived ideas that it was not working. Proving it to them showed them they had a wrong idea of the problem. People have a solution before they understand the problem.

- I-40 TOYOTA Learning III

Nortjé: Why are these aspects important?

Respondent 3A: Long term, if you resolve a problem you can move on to other problems and find a permanent resolution. We do this as part of our

kaizen events, and use a kaizen newspaper to make sure they maintain whatever they achieved.

I-41 TOYOTA Learning I

Nortjé: Can you give me another example of a problem that was successfully solved?

Respondent 3A: We had a list of machines with long and complicated changeovers. Some were taking three hours, some five and some eight. For years, although we tried, there was no improvement. Then we mapped every step of the process and brainstormed and reduced the steps necessary for a changeover from 68 steps down to 35 steps. We cut two hours out of an eight hour changeover. We were able to reduce the overtime and sustain it.

I-44 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)

Respondent 3B: We had a right-first-time problem with some documents - there was a first time pass of only 60%. So we implemented coaching and kaizen and put standard work in place. Through this we found that they did not know how to do the calculations. Right now we are at 92%. The target is 95% but this is already a significant improvement.

I-45 TOYOTA Learning II

Nortjé: Why was it important to solve this problem?

Respondent 3B: The documents were sent backwards and forwards. If you do not get the documents out fast enough, then the patients wait for the products. The Quality Department found it frustrating. Their time was wasted which they could use for something else. We streamlined the way we view the document.

I-46 TOYOTA Learning III

Nortjé: Why are these aspects important?

Respondent 3B: In our industry, if right-first-time is not looked at it leads to problems and mix-ups. If documents are not completed properly you could

get into serious trouble with the audit and regulatory authorities. You have to have good documents. From a regulatory side this is very important.

Nortjé: Why?

You do not like to have citations from the regulatory agency. Sites are measured against each other. We do not want to look bad to our international peers, as our agency does not clarify between major and minor findings as theirs do. It is more difficult for us.

I-48 TOYOTA Learning II

Nortjé: Why was it important to solve this problem?

Respondent 3B: We only run one shift and do not want to use overtime. We were running at a 150%. Now we get more products out and only work a slightly longer shift to get through our rhythm wheel.

I-50 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)

Respondent 3C: This turntable provided a problem. Before, when an operator wanted to load a bar, they had to stop the turntable, but this delays the filling. So we installed this tray so to fit the bar simultaneously. Now you can still have a constant feed while you are loading, and the operators can still function.

Another problem was the way we packed. It used to be by hand - sitting around the table packing manually. It was easy but a long process. Our branch in the Netherlands decommissioned this automatic packaging machine and wanted to throw it away, but we told them we could use this machine. We shipped it here, re-commissioned it and modified it. Now the operators just sit around the machine and there is a constant feed. A job that previously took one week now only takes one and a half days. We were able to do this with minimum expenditure. We only spent R5000 on import tax.

I-53 TOYOTA Learning I

Nortjé: Can you give me another example of a problem that was successfully solved?

Respondent 3C: This part of the machine was too short. This resulted in the machine getting blocked. Although the machine did recognise that the wrong label was being loaded the rejected box was not pushed aside by this lever, as the section was too short. Therefore we had a rejection. So we extended this conveyor and moved this backup. So now when the rejected box reaches the level the machine can stop and automatically remove the rejection.

I-54 TOYOTA Learning

Nortjé: Why was it important to solve this problem?

Respondent 3C: We had a problem with the output quantities. We needed to supply about 40 000 boxes per day, and we couldn't even get ten thousand. We invested in this new equipment but we were not getting what we were supposed to get. So we let the machine run and watched it to see if we could identify the problems and bottlenecks. Then we found the solution.

O-49 Case 3, belonging to a larger multi-national, does not have the ability to influence product design as they only manufacture and not develop their product. However, they change line designs to be able to improve the

O-50 Case 3 has current state (not future state) value streams for their lines.

O-55 Case 3 conducts kaizen activities to reduce the amount of steps in producing products.

O-62 The management of Case 3 conducts regular walkabouts on the shop floor where they look at key measures and generate improvement actions.

O-63 Case 3 conducts regular improvement events on the shop floor, and measures the results of these improvements.

O-64 According to one the Case 3 employees, 'everyone has gone through a

O-65 Case 3 tracks and discusses new improvement ideas with operators.

P-129 "Very much the same stance in safety, i.e. we solve a problem (and identify a root cause) as soon as possible, i.e. we do not procrastinate - but we need to get better at doing this consistently.

P-199 "Bring quality assurance team closer to packaging, when packaging is

complete to work order packaging, then to shipments"

P-255 "We have the tools, but we also need to teach the operator the situation or

P-297 "We do have current-future-current cycles to some degree but it is not used frequently enough. Need more involvement from workers and faster turn-around between states."

P-304 "To share best practices with out suppliers and customers."

P-381 "Shop floor resources / equipment - we do have a good system. People resources - not located well enough."

P-395 "Kits for testing of major products."

Case 4

I-65 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)?

Respondent 4B: I have been in jewellery manufacturing for the last thirty years, and I have had problems throughout, but now the factory is run quite easily. An example of a problem that we have experienced over the years is the use of different alloys and the mix of alloys. For example - 18 carat white. It is a difficult alloy to work with. It has nickel in it, and that is fairly white, but we had problems with the plating process in that it reduced the white appearance and damaged the ring. Now this is not an issue anymore. We found the temperature is important. Also, if nickel is included and it is not hot enough or melted properly you would see specs of nickel, and this is tricky to work with.

P-312 "Can be better with current-future-current cycles. Owners of resources do lead improvement, but more is required."

Case 5

I-78 Toyota Learning II

Nortjé: Why was it important to solve this problem?

Respondent 5A: The stats were decidedly low compared to where they should be. I now have a meeting once a week with each person and holds them accountable. Our business is a numbers game. Also, our consultants

seems to enjoy their own sphere of technology and when they get good stats. Everyone is chasing their own stats.

- O-77 Case 5 has employed personnel to focus on process flow establishment and improvement.
- O-80 Case 5 placed the offices of the directors in between the offices of consultants in order to establish easy access.
- O-83 Case 5 places targets on the amount of CVs each person needs to process, and this increases over time.
- P-390 "We do have specialised teams or groups that do the same type of function. Each team member has the relevant equipment necessary to do the job."
- P-397 "[We have the] best environment to promote teamwork. Good open communication - put teams in close proximity to each other. Must have all tools to work."

Case 6

- I-101 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)?

Respondent 6A: We had to overcome a problem connected to the use of rebates on our fibre doors. It was too expensive and hence we decided to use fibre glass. Our installation guys highlighted that fact that our doors were not straight after installation. The polystyrene we use during the manufacturing process also did not help. The doors buckled as it cured, and therefore on the inside, after fitting, it looked perfect, but from the outside you could easily see the problem. We took the production team leader to a site and he quickly made a plan how to solve the problem. Now the problem is sorted out, but I am of the opinion that it is more expensive to use this new solution than the old metal rebates.

- I-107 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)?

Respondent 6C: When a client pays, there was no record of the payment. We created a cash receipt payment sheet which we hold in the office, to which all transactions are immediately recorded. Any transaction, whether speed point, cash, cheque or transfer, gets loaded with names, account number, invoice and receipt. We can now capture the payment quicker. We also attach the payment to the job card and to the quotation. We can reference all transactions backwards.

I-110 Toyota Learning I

Nortjé: Can you give me another example of a problem that was successfully solved?

Respondent 6C: Paperwork has been a problem. Before we moved into our current office area, paperwork was always a mission, and now with the new system of pastel it is much better controlled. Pastel assists with controlling, and various notes are added to the transaction. Now everything to do with a transaction is kept at the same place. This had led to a big improvement.

I-98 Toyota Learning I

Nortjé: Can you give me another example of a problem that was successfully solved?

Respondent 6A: Historically we had manufactured timber products, but then a new product, made with fibre glass, landed on the market and we did not have an outside supplier we could buy this from. Raw material was freely available, and as such we had to look for someone with a knowledge of fibre glass. We employed a person with a knowledge of fibre glass and located a group of suppliers in order to build our first prototype based on the product of a competitor. We ran into problems - the door was heavy and expensive - and some doors would sag in the middle. The person we employed also could not do what he claimed during the interviews. He left because of a disagreement, and then we employed the current team leader. He is good with fibre glass. The team leader and I have been able to solve the problems we encountered with the fibre glass doors. We started out manufacturing only flip-up doors and decided to launch a sectional product, this was about six years ago. It took three years for us to solve all the problems. We had to take the product back to the drawing boards. Panels did not fit snugly and we decided to use steel rebates and pop

riveted these together to provide additional support. This was very expensive however, and about six months ago we successfully replaced the steel component with fibre glass. A related problem is that the team member walks around looking for components, which extends the current 10 hours needed to complete the product.

- O-89 Case 6 keeps a little bit of stock to balance production flow. This changed from the past where they tried to keep zero inventory and manufacture just in
- O-92 Case 6 reorganized their facility to have tools close to the operators.
- O-96 Case 6 example of fiber glass curing time that was too short and led to problems but now are allowed to cure the correct amount of time.
- O-98 One of the Case 6 operators explained the plan-do-check-act cycle to the author whilst on the shop floor.
- P-111 "Respect and discipline for positivity - identifying solutions"

Case 7

- I-116 Toyota Learning I

Nortjé: Can you give me another example of a problem that was successfully solved?

Respondent 7A: We tried to introduce a new menu item, Pasta, at our franchises. The question we had to answer was the following: How do you make a good quality pasta in an environment where you do not cook food? Our stores essentially reassemble cooked food on a round base - it is all pre-cooked food just re-assembled. Our first solution to this problem was to contract with a supplier to pre-make the pasta and then we would just heat it up in the store. However, this was too expensive as we had to charge the customer a premium on the high price we already paid to the supplier in order to achieve our margin. The product quality was also poor. Eventually we had to remove the item from our menus. We however did want to reintroduce pasta, and we had to rethink how to make pasta in a pizza shop. The team really exceeded my expectation.

Nortjé. I notice you mention "exceeded your expectation". Why do you think the team had significant success with this problem?

Respondent 7A: What helped them was to imagine they had a brand new store - and that they could design it such that the entire pasta could be

made fresh in the store. They went to a store and made pasta in the store, and then tried to retrofit it to the pizza processes. In so doing they were able to figure out how to make a fresh pasta in a consistent and fast way - in a pizza shop.

I-119 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)?

Respondent 7B: The type of market we are in requires us to be flexible to changing market needs. Our specific group wants to turn the pizza for South Africans into a commodity item, and therefore we need to introduce interesting side-products. One example is a smaller pizza for kids, another example is the introduction of pasta prepared at our outlets. We actually launched a pasta product earlier but had to take it off the market again - the end-product was not right. We re-launched it and today it is a significant success.

I-128 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)

Respondent 7C: Yes, during delivery on the motorcycles, we put pizzas into a backpack. Because of a sometimes bumpy ride the pizzas would fold in half. So we took empty boxes and built pillars and give additional support to the pizza. I have not received a complaint about this since, so the clients seem happy.

O-105 The head office of Case 7 draws information electronically from each franchise, using IT technology.

O-106 Before a Case 7 franchise is opened in an area a due diligence is completed to understand the customer behaviour and needs in that area.

O-109 Case 7 has installed timers on key equipment in order to prevent too much processing time.

O-113 One Case 7 franchisee mentioned to the author that he sets turnover goals for his shop, and so far has met all the goals he set.

- O-114 A Case 7 franchisee mentioned that he agreed with the head office to improve his delivery service the next year.
- O-115 At the Case 7 head offices, the employees are organized according to the products they sell (i.e. the specific franchise type they are involved with).
- O-116 The Case 7 franchise teams are all co-located and in visual of each other.
- P-133 "Could improve the scientific method in problem solving. Can improve our focus on creating value. Great response to challenges."
- P-259 "Implemented how many problems solved, processed, improved. We use graphical images for right/ wrong, hard wire solution."
- P-315 "Currently being implemented"

G.10 Create intelligent processes

Case 1

I-4 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)

Respondent 1A: Yes, we transferred the problem solving division to the Quality Manager - the entire problems solving group. It was a good move. One example of a problem that was solved was where the guys mixed parts, and we printed the shape of parts on our process planning sheets, hence the improvement.

I-5 TOYOTA Learning II

Nortjé: Why was it important to solve this problem?

Respondent 1A: In the first place, it is about lost traceability. If you cannot trace parts you are not complying with one of the primary requirements of aircraft manufacture. All the parts can be scrapped if we are found not to comply - and that will cause significant loss to the company.

- O-7 No evidence could be found that indicates pro-active problem solving. However, evidence existed on the production lines that indicates re-active problem solving, e.g. actions on an action list from morning meetings. The problem solving lists found was out of date. In a conversation with a shop floor

manager regarding this he said that problem solving only takes place when he puts pressure on his team members.

- O-8 There are pictures on some of the process planning sheets that shows how a part should look (what the correct outcome is).
- O-9 There author found evidence of financial checks that would trigger a response, e.g. invoices where payment fall behind, large amounts, money owed to priority suppliers, etc.

Case 2

- O-43 Pro-active problem solving and prevention, and quality checks and balances, take place in team settings - problems identified and resolved to good relationships. According to one of the consultants, very few examples of
- P-254 "CT builds in checks / tests to ensure detail or info is correct. Extensive QA sessions on remuneration models."

Case 3

- I-53 TOYOTA Learning I

Nortjé: Can you give me another example of a problem that was successfully solved?

Respondent 3C: This part of the machine was too short. This resulted in the machine getting blocked. Although the machine did recognise that the wrong label was being loaded the rejected box was not pushed aside by this lever, as the section was too short. Therefore we had a rejection. So we extended this conveyor and moved this backup. So now when the rejected box reaches the level the machine can stop and automatically remove the rejection.

- O-60 Case 3 installed bar code readers on their lines that automatically stops a line if the product / packaging / inscription combination will be incorrect before the products are inserted.
- P-262 "Have warning on buster lines before busters burn."

Case 4

- O-73 When an operator became aware of a problem and raised it to a manager, the manager supervisor went to the workstation and solved the problem.
- O-75 When a problem arises in a work team they would call the team leader and discuss it with him.

Case 5

- P-222 "Have a measurable performance process in place to ensure flow. Held-ups are obvious and circled immediately. Process tweaked when necessary"

Case 6

- I-107 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)?

Respondent 6C: When a client pays, there was no record of the payment. We created a cash receipt payment sheet which we hold in the office, to which all transactions are immediately recorded. Any transaction, whether speed point, cash, cheque or transfer, gets loaded with names, account number, invoice and receipt. We can now capture the payment quicker. We also attach the payment to the job card and to the quotation. We can reference all transactions backwards.

- O-94 Case 6 employees claim they raise problems immediately to the attention of management, albeit this process is informal. Management then responds. They also have weekly formalized meetings to discuss problems.

Case 7

- O-109 Case 7 has installed timers on key equipment in order to prevent too much processing time.
- P-259 "Implemented how many problems solved, processed, improved. We use graphical images for right/ wrong, hard wire solution."

G.11 Balance resources

Case 1

- O-24 No evidence could be found of an active resource balancing strategy on the shop floor or in office areas

- O-25 The author saw process planning sheets used to drive overall work conduct (outlining broad steps to be followed during the manufacturing process), but not on an individual work element level linked with time / takt rhythm.
- O-26 The author saw a sheet used for basic manpower calculation assignments (used to quote on projects), but one director mentioned that these are seldom
- O-27 There are some attempts at drawing up work element driven Standard Operating Procedures that show micro task elements and times associated, e.g. on the Galley and Labinal lines. However, operators mentioned they do
- O-28 Case 1 just introduced a new computer system to track parts on the shop floor,
and this could be used to track parts and get more accurate lead time

Case 2

- I-21 TOYOTA Learning II
Nortjé: Why was it important to solve this problem?
Respondent 2A: Have you read The Goal? It is about flow and productivity - we did not have balanced flow of work. We would get four projects at a time - and it becomes a traffic jam. It is about capacity management - we do not want resources that do not have work but also not those who work significant overtime, that the client is not willing to pay for. It comes down to optimal
- I-25 TOYOTA Learning III
Nortjé: Why are these aspects important?

Respondent 2A: Because of financial soundness and the ability to viably scope projects. It will help that we offer market related and realistic offers to our customers. It improves morale and resource utilisation, but it needs to be managed.
- I-26 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)

Respondent 2B: We had a problem with the availability of Directors, and they said they needed to avail themselves more to the business. They had to make some structural changes to be less operationally involved. They got the

entire company together, not the operational side - only consulting, and we discussed plans on how to structure the teams, so that they could release the Directors. We brainstormed plans, analysed each others' personalities, discussed our clients and listed the projects, to see where they were too involved to see where we could release them. We noted everyone's preference to find those comfortable with managing and those who preferred specialisation, either in organisational development or in human resources. Some were in the middle of the road. Eventually we designed a new structure, and established client managers for the bigger clients, with smaller teams reporting to them. The Directors were able to get more involved in managing the business, and are more available than they were in the past. We now need to get the client managers to the level of the Directors. We have found a new predicament - in the managing of our resources. Where do you draw the line between increasing capacity and getting more work in?

- O-45 Resource balancing is currently done through asking team members if they have capacity. In the past this planning used to be in the 'in the mind' of one of the directors, according to a consultant. However, now a joint meeting is held with consultants to plan the session, and slots are diarized.
- P-212 "A lot can be improved at our company in terms of flow. We employ contractors and permanent employees - flexibility with contractors allows us to adjust to our environment."

Case 3

- I-51 TOYOTA Learning II

Nortjé: Why was it important to solve this problem?

Respondent 3C: First of all, the operators were inconsistent in terms of packing, one working faster than the other. Therefore there was no reliability in time. Operators were finishing the same job in either three, four or five days. This is huge variability. We needed to implement certain standards. Now we have consistent flow. By studying the equipment that we have got, we can now use someone else's junk and it doesn't cost us anything. Where in the past we could only do one product on this line, now we do all the products on this line.

- I-52 TOYOTA Learning III

Nortjé: Why are these aspects important?

Respondent 3C: We got a quotation to automate this machine. The cost was

R750 000. But it only cost us R5000. Lean thinking is to not reinvent the wheel or buy new equipment. Somewhere there might be someone who has something they don't need, then someone else can use that.

When this problem was not solved it cost us time, people got frustrated, the operators were fighting among themselves as they were getting the same pay but some were working slower. They were pointing fingers at each other.

Now we have the same output and same people without but better performance without spending money.

Nortjé: Why is this important?

Respondent 3C: People now stick to the standard work and there is harmony in the department. They guys are excited and motivated. I've got less of a chance that people would blame each other and we keep the customer happy. Everyone is happy. My life is easier - I can focus on other things now. My time is used better. I can now focus on the future.

- O-58 The author found evidence of operators using standard operating procedures
- O-59 Case three uses standard work for their supervisors
- O-61 Improvements on one of the lines (checking if correct combination) allowed operators to be reassigned to new tasks.
- P-3 "Have to make sure the small things get done (everything is possible) even though there aren't enough resources"

Case 4

- O-72 Case 4 uses the number of diamonds to set to balance work amongst
- P-193 "Balanced production and product. Good use of technology. Must improve productivity - e.g. getting diamonds or adapt what we have"

Case 5

- I-77 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)

Respondent 5A: One of our biggest problems was a group of assistants who were involved with receiving and collecting CV's. They were not getting the results, and we share responsibility, hence they were dragging everyone

down. So we separated the spheres of responsibility, each having different targets of which they are aware. They earn commission if they reach their goals. The other benefit of this solution is that it highlighted those who were not pulling their weight.

- P-243 "Inter-skill people. Something we need to do especially with admin work. The rest are inter-skilled."

Case 6

- O-93 Case 6 balances their teams through informal task assignment. The small size of the company seems to enable this.

Case 7

- O-108 A case 7 franchise owner explained to the author that he allows his team in the kitchen to balance the work amongst themselves, as he does not want to treat them as children.
- P-35 "We have measuring units that help us to be less waste free. We need to make better use of our staff and become more efficient to be comparable to international competitors"

G.12 Enable Visual Management

Case 1

- I-18 TOYOTA Learning II

Nortjé: Why was it important to solve this problem?

Respondent 1C: The controllers were frustrated if they could not get hold of the right people. Problems are now solved much quicker. Everyone has a better understanding of what demand entails.

- O-31 Action lists on performance boards are used to raise attention of problems to senior managers.
- O-35 Key performance indicators can be found throughout shop floor areas and in some of the office areas.
- O-36 Information on 5S programs are posted throughout the organization. Various departments (both in the production and office areas) was able to show 5S action lists that they were working on to complete.
- O-37 Some areas visually display problems they are experiencing, e.g. on white

boards or using lights to flag a problems to management.

O-38 Some areas do not have any visual measurements in place.

O-39 In some areas, no problems are visible.

P-428 "Many of the problems are listed by the 'cell' but they cannot solve it as it is 'outside' of their control."

P-435 "Visual representation of day to day activity. Targets, plan vs. actual, 5S and daily activity."

Case 2

I-24 TOYOTA Learning II

Nortjé: Why was it important to solve this problem?

Respondent A: Invoicing determines income and we realised our proposals were not realistic. We did not scope for preparation or the wrap-up afterwards. All the information were lost: The information needed for the admin of projects and the proposals were lost. Now we have standardised reports and more efficient preparation.

Also. the cash flow of the company benefits. We can now invoice our real costs. Accountability of consultants is also influenced. Everyone works hard, but now it becomes transparent for all. Some only booked the 9 hours they were paid for, although they put in a significant amount of additional time.

P-429 "Very effective communication to management in terms of challenges / status of projects. Signalling is effective - its more verbal than visual - nature of our business not visual."

P-436 "Our directors are very in tune with us and the consultant is responsible for alerting directors if there is a problem."

Case 3

O-50 Case 3 has current state (not future state) value streams for their lines.

O-66 Case 3 uses an electronic board that is computer driven to communicate messages to the shop floor.

O-67 Case 3 post their company vision and commitment on various places throughout their facilities.

O-68 Case 3 posts correction action lists in performance display areas throughout the shop floor.

P-423 "Our 'dashboard' visual boards really do work for this element."

P-437 "Pro-active metrics: people to give actions taken already as metrics meetings."

- P-87 "Seeing the value of having things visible and simple has really changed my way of doing things so that the whole team understands and can replicate the

Case 4

- P-431 "One of our brands use a system with different colours on a screw highlighting status."

Case 5

- P-285 "We have a daily 'stats'-record that every person has to complete. This details the tasks done for the day. The stats recorded changes with the job function /
- P-96 "We keep our processes and interacting simple. Individuals do make changes and improve the business. We have performance measures in place"

Case 6

- O-101 Case 6 places the order, with order information, in a bag and sticks this to the products as it moves through the facility.
- P-426 "Visual photo's of bad doors on wall, together with a positive picture. Bakkies to have full back kits on board for emergency strategies."

Case 7

- I-125 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)

Respondent 7C: Our delivery vehicle would wait at the gates of security complexes for forty minutes because of the long queue of visitors hoping to enter. We then specified our promise of 39 minute delivery applies only to the entrance of the gate. In order to improve the service we launched an SMS delivery notification service that is triggered as soon as the pizza leaves the store. This has prevented customers from phoning us on a Friday evening asking how long they still have to wait for their pizza.

- O-110 Case 7 uses computer screens that highlights to operators the amount of time that is left to process orders.
- O-111 Case 7 managers their deliveries on a computer screen to ensure they meet their time commitments.

H. Extract from the research database: *Values and Purpose*

H.1 Challenge

Case 1

I-15 TOYOTA Learning II

Nortjé: Why was it important to solve this problem?

Respondent 1C: Because otherwise we need to cut the sponges by hand, and that takes three quarters of a day. We loose man hours - so it is a loose-loose.

Nortjé: Why Else?

Respondent 1C: To safe money - it is a cost saving.

Nortjé: Any other reason?

Respondent 1C: It is time consuming

PU-127 "We do not have a process in place or enough time at our company to solve problems for the future. Only quick fix solutions (team allocated for this). We are always re-active, not pro-active. No structured team for programmes in

PU-134 "We go for the 'fix-it' for now"

PU-141 "Effective and focused problem solving - at the place and with the correct

Case 2

I-20 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)

Respondent 2A: We are busy solving one - the way in which we allocate resources. The problem is that we grew from being a small firm to a large firm, and one of our Directors did the resource allocation in her head, for everyone, as she received all new business. She called us in and told us it doesn't work anymore for her - she found that the project she had received most recently was the one that would receive the most attention and resources, and then the rest of the team would be angry with her. So she

called all the senior staff together and spoke to them. The discussion was about how to structure with clients, and the human resources and organisational development streams. There is cross-project cross-stream use of resources, and everyone felt overwhelmed, but because they were called together, resources are allocated to newly formed groups and will stay in those groups.

I-26 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)

Respondent 2B: We had a problem with the availability of Directors, and they said they needed to avail themselves more to the business. They had to make some structural changes to be less operationally involved. They got the entire company together, not the operational side - only consulting, and we discussed plans on how to structure the teams, so that they could release the Directors. We brainstormed plans, analysed each others' personalities, discussed our clients and listed the projects, to see where they were too involved to see where we could release them. We noted everyone's preference to find those comfortable with managing and those who preferred specialisation, either in organisational development or in human resources. Some were in the middle of the road. Eventually we designed a new structure, and established client managers for the bigger clients, with smaller teams reporting to them. The Directors were able to get more involved in managing the business, and are more available than they were in the past. We now need to get the client managers to the level of the Directors. We have found a new predicament - in the managing of our resources. Where do you draw the line between increasing capacity and getting more work in?

O-48 An example of where one of the consultants were given Carte Blanche with product development. She is just required to sufficiently document the products she develops.

PE-100 "We are challenged to think and come up with solutions to problems"

PE-128 "We enjoy challenges, always willing and optimistic, even though there is a pressure on time and resources. We are very reliant on our leaders. Maybe

we

can do more decision making ourselves."

- PE-135 "We thrive on change and challenges. There is more of a collective approach to problem solving. Our leaders always have the bigger picture in mind - this has not necessarily been instilled in all employees"
- PE-142 "Our job and client requirements always needs us to be in delivery mode, and thus challenging because we need to deliver more than what is possible. We can improve by being open about competition.
- PE-268 "We don't have triggers to show us if something is wrong, but we are good at making good products with zero defect."
- PE-79 "We are very customer focused in our delivery. Going forward we can improve by getting to understand the diverse customers in diverse markets and come up with solutions and thus giving us the competitive edge"
- PU-128 "We enjoy challenges, always willing and optimistic, even though there is a pressure on time and resources. We are very reliant on our leaders. Maybe we can do more decision making ourselves."
- PU-135 "We thrive on change and challenges. There is more of a collective approach to problem solving. Our leaders always have the bigger picture in mind - this has not necessarily been instilled in all employees"
- PU-142 "Our job and client requirements always needs us to be in delivery mode, and thus challenging because we need to deliver more than what is possible. We can improve by being open about competition.

Case 3

I-38 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore).

Respondent 3A: We had recently installed a new case packer. It was a cheap machine - not high tech. There are stringent regulations on how to operate these machines. The next morning during a walk-around the machine was not working. The operators blamed the technicians, and vice versa. The supervisor, team leader spent and I spent some time on the line, and in one hour we could see exactly what the problem was. The operator who was assembling the shipper was not doing it right. The change took a split second.

I-41 TOYOTA Learning I

Nortjé: Can you give me another example of a problem that was successfully solved?

Respondent 3A: We had a list of machines with long and complicated changeovers. Some were taking three hours, some five and some eight. For years, although we tried, there was no improvement. Then we mapped every step of the process and brainstormed and reduced the steps necessary for a changeover from 68 steps down to 35 steps. We cut two hours out of an eight hour changeover. We were able to reduce the overtime and sustain it.

I-46 TOYOTA Learning III

Nortjé: Why are these aspects important?

Respondent 3B: In our industry, if right-first- time is not looked at it leads to problems and mix-ups. If documents are not completed properly you could get into serious trouble with the audit and regulatory authorities. You have to have good documents. From a regulatory side this is very important.

Nortjé: Why?

You do not like to have citations from the regulatory agency. Sites are measured against each other. We do not want to look bad to our international peers, as our agency does not clarify between major and minor findings as theirs do. It is more difficult for us.

I-55 TOYOTA Learning III

Nortjé: Why are these aspects important?

Respondent 3C: First of all, you need to keep up with demand. If you do not give the customer their product on time, then they will look to someone else for that product, and we do not want to loose our customers. We manufacture life-saving drugs, and therefore the person who uses it needs to get it on time. At the same time I also did not have enough people and therefore we needed to improve. One person was just watching the machine and machines are not supposed to be watched - they are automated. The operators asked the same question after we bought the machine: 'Why do you buy this new machine and I have to come here and watch it? The machine must do what it is supposed to do. Give me a job where I can think.

- PE-10 "We can have more capacity in the warehouse without head-count [increase]"
- PE-143 "Introduce the concept of pro-activeness in most measures, e.g. metrics, stretch targets especially in our quality department."
- PE-206 "Work with suppliers to eliminate waste out of artwork design, e.g. all errors to be eliminated by proof 2. Currently we normally go to proof 4, 5 and 6."
- PU-129 "Very much the same stance in safety, i.e. we solve a problem (and identify a root cause) as soon as possible, i.e. we do not procrastinate - but we need to get better at doing this consistently."
- PU-136 "Stop fighting fires and start facing challenges. Get the plan right for the month the 1st time"
- PU-143 "Introduce the concept of pro-activeness in most measures, e.g. metrics, stretch targets especially in our quality department."

Case 4

I-68 Toyota Learning I

Nortjé: Can you give me another example of a problem that was successfully solved?

Respondent 4B: In the past gemstones used to be set manually by hand, but now we developed a technology where we pre- cast the stones to wax just prior to casting it with gold. This saves a lot of man-hours. We put effort into getting the master model right. Stone setting now only takes a couple of minutes in stead of an hour, and you do not have to use a skilled diamond setter or a highly skilled artisan anymore.

I-69 Toyota Learning II

Nortjé: Why was it important to solve this problem?

Respondent 4B: It was very difficult to employ diamond setters in Durban, as the jewellery industry is traditionally located in Johannesburg and Cape Town. We could not afford the diamond setters from these two cities. It was cheaper to buy the rings overseas. Now we are able to train people off of the street. Now all the people that does diamond setting here has been trained in this factory.

I-70 Toyota Learning III

Nortjé: Why are these aspects important?

Respondent 4B: By doing this we became competitive and now we can make rings here instead of importing them from overseas.

I-74 Toyota Learning I

Nortjé: Can you give me another example of a problem that was successfully solved?

Respondent 4C: Another example is the credit facility provided by a third party. First National Bank was not happy with the operating of the private label card. They treated it like issuing a credit card but turnover was too low and it did not give them a profit. FNB restrained the process and gave a period of 1 year before the closing the card down. We could not encourage our customers to open an account with a facility that would cease in a year, hence we had to find another institution. We had a problem in that the third party could prevent us from doing so because we signed a restraint of trade agreement, which would have delayed the launch. After negotiation, the third party decided not to waive the restraint, and tomorrow we are launching with RCS. Our pro-active stance helped the negotiation of the solution. In the past year we had a significant turnover from customers using the credit facility. We never thought to approach RCS because they are part-owned by a competitor, but we got desperate, and we had the ability to get a foot in the door.

- PE-130 "Ability to read the market and adapt and change as the consumer market changes. We prefer to solve problems internally."
- PE-137 "Foster a culture that is pro-active, set clear timelines for projects, make clear decisions and move on. A culture that no problem is unsolvable."
- PE-144 "Mindset to create value - yes; thorough consideration in problem solving - must improve; long range perspective - not always; promote continuous improvement - need to do so."
- PE-151 "Promoting from within, allowing staff to step up and grow the business"
- PE-18 "Competitive - yes; conscientious - yes, but opportunity to increase; anything is possible - definitely"
- PE-4 "To be the largest Jewellery chain in South Africa. Happy Franchisees equals success."

- PU-130 "Ability to read the market and adapt and change as the consumer market changes. We prefer to solve problems internally."
- PU-137 "Foster a culture that is pro-active, set clear timelines for projects, make clear decisions and move on. A culture that no problem is unsolvable."
- PU-144 "Mindset to create value - yes; thorough consideration in problem solving - must improve; long range perspective - not always; promote continuous improvement - need to do so."

Case 5

I-78 Toyota Learning II

Nortjé: Why was it important to solve this problem?

Respondent 5A: The stats were decidedly low compared to where they should be. I now have a meeting once a week with each person and holds them accountable. Our business is a numbers game. Also, our consultants seems to enjoy their own sphere of technology and when they get good stats. Everyone is chasing their own stats.

I-88 TOYOTA Learning III

Nortjé: Why are these aspects important?

Respondent B: There are a thousand recruitment agencies out there. So we did it to build relationships, capture more exclusive business and improve the trust relationship - that they would trust our judgment.

Take one client for example, a big private investment bank. They have five or six people that we worked with but we built a relationship with two through placing people. When it came to their supplier review we were placed on the preferred supplier list. Traditionally they only deal with big agencies - but because of my interaction with them we are now a preferred supplier.

Nortjé: Why was this important to you?

Respondent 5B: We want to have a close relationship with our suppliers. We want to prove ourselves through our results - finding the most difficult candidates and afterwards getting feedback that our placements are fantastic.

Nortjé: Why is this important?

To gain credibility in investment banking. The client is a phenomenal client and the best locally. When you function in a niche area like we do, our candidates want to go to the best. If you do not have access to the best they will not come to you. Our clients employ the best people and this is the

- O-83 Case 5 places targets on the amount of CVs each person needs to process, and this increases over time.
- PE-145 "Empower your people to solve problems, get them to think of why to solve and improve ways of doing things. Nothing is impossible - tackle problems head on, do not let them grow into mountains."
- PE-19 "To make a profit, success, all employees benefit, anything is possible, we all share in the success of each other - hard work pays off!"
- PE-250 "To employ enough people to ensure the product line flows. CV's to be referenced, typed, double checked, interviewed, in the quickest amount of time. Have enough people to ensure the process flows to ensure clients get a variety of candidates to meet with - in the quickest amount of time."
- PE-439 "Come up with practical ways of highlighting challenges that are obstacles to success on what we want to achieve - make visual and set challenges."
- PU-131 No input
- PU-138 "Almost every conversation involves a problem solving mentality. We constantly learn new methods"
- PU-145 "Empower your people to solve problems, get them to think of why to solve and improve ways of doing things. Nothing is impossible - tackle problems head on, do not let them grow into mountains."

Case 6

- I-100 Toyota Learning III

Nortjé: Why are these aspects important?

Respondent 6A: I find it a challenge to come up with new products, especially products where I do not need to buy heavy equipment and can solve the problem in a unique way. I sometimes subcontract some aspects of a new product to outside suppliers in order to make it a little bit easier for us to manufacture. One of our competitors recently went bankrupt and we

were asked by one of their customers to produce a similar product to what they had ordered from them: frameless metal doors, and we were able to successfully subcontract the metal forming. One of our other challenges we will have to overcome is the development of a good sales system, be it on the web or when people call in or visit us.

I-104 Toyota Learning I

Nortjé: Can you give me another example of a problem that was successfully solved?

Respondent 6B: Our customers have different size door openings to which they want to fit our product. This meant we either needed to sell them a header, which they often did not want, or take another panel and cut it shorter. We worked together as a team to solve this problem and came up with the idea to create different size panels and it solved the problem. In the end we created seven different sized panels we use in different applications.

I-98 Toyota Learning I

Nortjé: Can you give me another example of a problem that was successfully solved?

Respondent 6A: Historically we had manufactured timber products, but then a new product, made with fibre glass, landed on the market and we did not have an outside supplier we could buy this from. Raw material was freely available, and as such we had to look for someone with a knowledge of fibre glass. We employed a person with a knowledge of fibre glass and located a group of suppliers in order to build our first prototype based on the product of a competitor. We ran into problems - the door was heavy and expensive - and some doors would sag in the middle. The person we employed also could not do what he claimed during the interviews. He left because of a disagreement, and then we employed the current team leader. He is good with fibre glass. The team leader and I have been able to solve the problems we encountered with the fibre glass doors. We started out manufacturing only flip-up doors and decided to launch a sectional product, this was about six years ago. It took three years for us to solve all the problems. We had to take the product back to the drawing boards. Panels did not fit snugly and we decided to use steel rebates and pop riveted these together to provide additional support. This was very

expensive however, and about six months ago we successfully replaced the steel component with fibre glass. A related problem is that the team member walks around looking for components, which extends the current 10 hours needed to complete the product.

I-99 Toyota Learning II

Nortjé: Why was it important to solve this problem?

Respondent A: We were loosing out on sales because we did not have the product that the customer wanted. The moment we had the product the customer bought it - and because we were able to manufacture it ourselves we saved some costs. If we could not showcase this product in our sales show area we would have continued to loose sales. Also, using our fibre glass processes we can manufacture products our competitors' high speed machines cannot, and this sets us apart. Our concept was to put art on doors.

PE-132 "Experience has to compromise. Do not complain, solve the problem. Come to work happy. Leave satisfied."

PE-146 "We must just tell ourselves that we can do better because I know we can do better and so can they"

PE-90 "Positive thinking - to have the same common goal, use specific people for specific functions"

PU-132 "Experience has to compromise. Do not complain, solve the problem. Come to work happy. Leave satisfied."

PU-139 "Challenge: Management must challenge the teams and teams must be receptive to management."

PU-146 "We must just tell ourselves that we can do better because I know we can do better and so can they"

Case 7

I-117 Toyota Learning II

Nortjé: What was the context of solving this problem, that made it important to solve?

Respondent 7A: We knew that a quality product could not be brought in and that we had to make it ourselves. But it also had to be easy to make and the

taste had to be good. Consistency would also be very important. We call this blind taste testing. The team combined a theoretical and an iterative process, working what I call elbow-ghries important in the situation - I asked them whether they had built their theoretical pasta in an actual pizza shop during a peak period, and until then they hadn't - so I asked them to go do it there - and this helped a lot with solving the problem. They received good feedback from the other employees in the store as well. Also, you have to take the supply chain into account.

It is important to be consistent in our business. Also - something like this has to be easily executable. All of the stores need to be able to make the same quality pasta at the same speed anywhere. It only takes one unhappy customer to destroy trust in a product.

Also, our customers have an expectation of speed and convenience. We need to be able to prepare something in 40 minutes

Nortjé: Why was it important to solve this problem?

Respondent 7A. Trust with the Consumer based on the consistent experience over time. This helps to avoid breakdown in trust and to protect the brand. Consistent behaviour and our ability to execute is of the utmost importance.

I-120 Toyota Learning II

Nortjé: Why was it important to solve this problem?

Respondent 7B: We wanted to capture the market - and to do that we had to solve the pasta problem. We believed we could improve on what our opposition was offering. Feedback from our first try showed us our clients liked pasta. We also used some market research and realised that pasta would sell well.

O-113 One Case 7 franchisee mentioned to the author that he sets turnover goals for his shop, and so far has met all the goals he set.

PE-133 "Could improve the scientific method in problem solving. Can improve our focus on creating value. Great response to challenges."

PE-21 "More competitive in our market in SA. Conscientious behaviour leading to success"

PE-231 "Using ingredients on more than 1 menu item - reduces ingredients. Already done, can be monopolised on"

- PE-406 "Should document what is allowed at store level, as there is a certain element of empowerment - 10% improvement each year."
- PE-7 "Believe that we can win despite not being the largest. Anything is possible - sometimes franchisees do not believe this. Mutual prosperity is key."
- PU-133 "Could improve the scientific method in problem solving. Can improve our focus on creating value. Great response to challenges."
- PU-140 "We can learn to not feel that my challenge is too big. To work in a rhythm."
- PU-147 "Challenge to fulfil time specific customer needs exists as our business is not of a continuous sales flow, rather time and date specific."

H.2 Kaizen

Case 1

- I-10 TOYOTA Learning III

Nortjé: Why are these aspects important?

Respondent 1B: It Boils down to customer focus and customer need. What do they want and what are they willing to pay for? The customers want to see cost decreasing as ongoing. If not, you will be forced out of the industry. It provides the customer satisfaction. It helps with marketing yourself and the company out there. Also, as part of the Global economy we have to get lean. Not only in cost but also in customer satisfaction. We have to improve our low return and fully satisfy the customer. We have to become a healthy company internally. We have to combine the factors that can turn this into a healthy company.

- I-12 TOYOTA Learning II

Nortjé: Why was it important to solve this problem?

Respondent B: Why? It is Important to have control, otherwise no planning can be successful. Nothing will be successful without a margin of control. and customers and regulatory authorities expect it from us. We need to cut out any waste in the process and avoid embarrassment. It is also important for coherency amongst departments, because in the past no one could account for it. It is important to improve processes continually and address our internal needs.

I-13 TOYOTA Learning III

Nortjé: Why are these aspects important?

Respondent B: I believe we can create a learning culture inside the company if we ask the right questions. It is the better alternative and more cost effective, it makes things and we will be more customer focused. We can create an environment in which people are evolving to better standards. We need to be able to compete in our market and stay flexible and not get stuck in our ways. Learning is important. We can also get rid of waste. You do not want waste in your processes, because it is multiplied every time you do it. Processes are slower and less cost effective. We need to be as lean as possible and we have to comply with the regulatory authorities to maintain contracts. Our industry is regulated because of safety requirements and we could forfeit our contract with our customers. We made this new procedure available to the whole company, everyone is working to a higher level, so now if we come across any challenges we will work from that level, and so keep on improving.

I-14 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)

Respondent 1C: We ran out of packaging material with our one client. So we set a buffer in place with min max of 16 sets per month, minimum of 8 and maximum of 16. It has run well the past couple of weeks.

I-16 TOYOTA Learning III

Nortjé: Why are these aspects important?

Respondent 1C: We can use people in other projects and get the stuff out of the door quicker.

Nortjé: Why is this important?

Respondent 1C: Because of customer satisfaction. If packaging material is not delivered on time it leads to other issues. We employed another packer for two of the products as we could not get all of the goods out in time.

Appointing the packer helped us progress to getting the goods out of the door on time.

Nortjé Why is this important?

Respondent 1C: The quicker the goods get out the door the happier the system.

Nortjé: Any other reason?

I-17 TOYOTA Learning I

Nortjé: Can you give me another example of a problem that was successfully solved?

Respondent 1C: [The function] Demand has become part of [the function] Dispatch, and that has allowed us to solve queries faster. We are now down there with them in dispatch. There is no wasting of time anymore running up and down to get stuff fixed.

I-19 TOYOTA Learning III

Nortjé: Why are these aspects important?

Respondent 1C: For invoicing shipments. We never used to understand why or how to load it, or why it was there. We now have a better picture of how and why - simple, small things to help us understand the invoicing process better. We all learnt through the process.

Nortjé: Why is this important?

Respondent 1C: Maybe it does not make such a big difference. But we have better knowledge and we are more comfortable and more secure. No one is ever too old to learn. So the rest of the company is also learning - and that is a good thing.

I-8 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)

Respondent 1B: One scenario is where a manager wanted to implement 5S, so they did away with technology and big words and approached the cell leaders and supervisors and started a discussion of the value that it could add and highlighted the problems they were experiencing. They started implementing and cross-pollinating, and started getting excited - the production manager even 5S-ed his own office. It is now four months later, but when you think about the consequences it is a successful solution.

I-9 TOYOTA Learning II

Nortjé: Why was it important to solve this problem?

Respondent 1B: Why? Aerosud is determined and striving to implement lean and that entails culture and changing the current culture and selling the culture. No one can function if chaos persists. There is waiting time, it looks bad, and you deliver poor products. This gives reason for quick results but you need to meet people where they are at. It shows that the lean stuff work and you reap low hanging fruit. You do not have to spend time looking for tools or raw materials. It provides a small victory and it is a tangible problem that was solved.

PE-141 "Effective and focused problem solving - at the place and with the correct

PE-162 "Promote 'realistic' levels of discipline focussed on standard work

PE-197 "We do not take production capability into account. Design for Operations is only a subset of DFX where $x = \{A \text{ (assembly); } M \text{ (manufacturing); } C \text{ (cost)}\}$

PE-204 Stronger cross-functional integration drive - to reduce lead time; disconnects between people; improve problem solving; reduced cost; improved quality.

PU-148 "Discipline on the shop floor and offices in following processes and guidelines to achieve a good product. We always follow shortcuts to achieve targets (people are reluctant to change or improve)"

PU-155 "We lack fundamental discipline and control. We do not promote innovative thinking."

PU-162 "Promote 'realistic' levels of discipline focussed on standard work

Case 2

I-20 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)

Respondent 2A: We are busy solving one - the way in which we allocate resources. The problem is that we grew from being a small firm to a large firm, and one of our Directors did the resource allocation in her head, for everyone, as she received all new business. She called us in and told us it doesn't work anymore for her - she found that the project she had received most recently was the one that would receive the most attention and resources, and then the rest of the team would be angry with her. So she called all the senior staff together and spoke to them. The discussion was about how to structure with clients, and the human resources and organisational development streams. There is cross-project cross-stream use of resources, and everyone felt overwhelmed, but because they were called together, resources are allocated to newly formed groups and will stay in those groups.

- PE-100 "We are challenged to think and come up with solutions to problems"
- PE-149 "We should focus more on process than end product. We should employ more performance measures / standards to reduce stress / crisis, etc."
- PE-156 "We promote creativity & continuous improvement, but I think we should start smaller and focus on the "low hanging fruit".
- PE-163 "Our [current] kaizen is business development (marketing)"
- PE-177 "We do not like procrastination. Our leaders are quite involved at ground level to understand problems and facilitate solutions. I don't think we are good implementers internally but can implement externally very well."
- PE-184 "We can come up with processes of problem solving. We can plan better and implement rapidly"
- PE-205 "If we can have proper processes in place everyone can know where they fit"
- PE-212 "A lot can be improved at our company in terms of flow. We employ contractors and permanent employees - flexibility with contractors allows us to adjust to our environment."
- PU-149 "We should focus more on process than end product. We should employ more performance measures / standards to reduce stress / crisis, etc."
- PU-156 "We promote creativity & continuous improvement, but I think we should start smaller and focus on the "low hanging fruit".
- PU-163 "Our [current] kaizen is business development (marketing)"

Case 3

I-38 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore).

Respondent 3A: We had recently installed a new case packer. It was a cheap machine - not high tech. There are stringent regulations on how to operate these machines. The next morning during a walk-around the machine was not working. The operators blamed the technicians, and vice versa. The supervisor, team leader spent and I spent some time on the line, and in one hour we could see exactly what the problem was. The operator who was assembling the shipper was not doing it right. The change took a split second.

I-41 TOYOTA Learning I

Nortjé: Can you give me another example of a problem that was successfully solved?

Respondent 3A: We had a list of machines with long and complicated changeovers. Some were taking three hours, some five and some eight. For years, although we tried, there was no improvement. Then we mapped every step of the process and brainstormed and reduced the steps necessary for a changeover from 68 steps down to 35 steps. We cut two hours out of an eight hour changeover. We were able to reduce the overtime and sustain it.

I-42 TOYOTA Learning II

Nortjé: Why was it important to solve this problem?

Respondent 3A: We were working an enormous amount of overtime. The machines were running at capacity, although on paper they were not at capacity. Therefore we had to work smarter.

I-43 TOYOTA Learning III

Nortjé: Why are these aspects important?

Respondent 3A: We had to cut costs in terms of overtime and try to engage people in problem solving methodology, defining the problem and

afterwards sustaining the solution.

Nortjé: Why was this important?

Respondent 3A: Because of the big picture. We were benchmarking relative costs relative to generics, cutting out inefficiencies wherever they could. We want to be the most trusted and competitive supplier of vaccines in the world.

I-44 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)

Respondent 3B: We had a right-first-time problem with some documents - there was a first time pass of only 60%. So we implemented coaching and kaizen and put standard work in place. Through this we found that they did not know how to do the calculations. Right now we are at 92%. The target is 95% but this is already a significant improvement.

I-45 TOYOTA Learning II

Nortjé: Why was it important to solve this problem?

Respondent 3B: The documents were sent backwards and forwards. If you do not get the documents out fast enough, then the patients wait for the products. The Quality Department found it frustrating. Their time was wasted which they could use for something else. We streamlined the way we view the document.

I-48 TOYOTA Learning II

Nortjé: Why was it important to solve this problem?

Respondent 3B: We only run one shift and do not want to use overtime. We were running at a 150%. Now we get more products out and only work a slightly longer shift to get through our rhythm wheel.

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)

Respondent 3C: This turntable provided a problem. Before, when an operator wanted to load a bar, they had to stop the turntable, but this delays the filling. So we installed this tray so to fit the bar simultaneously. Now you can still have a constant feed while you are loading, and the operators can still function.

Another problem was the way we packed. It used to be by hand - sitting around the table packing manually. It was easy but a long process. Our branch in the Netherlands decommissioned this automatic packaging machine and wanted to throw it away, but we told them we could use this machine. We shipped it here, re-commissioned it and modified it. Now the operators just sit around the machine and there is a constant feed. A job that previously took one week now only takes one and a half days. We were able to do this with minimum expenditure. We only spent R5000 on import tax.

- O-60 Case 3 installed bar code readers on their lines that automatically stops a line if the product / packaging / inscription combination will be incorrect before the products are inserted.
- O-61 Improvements on one of the lines (checking if correct combination) allowed operators to be reassigned to new tasks.
- PE-101 "Encourage a thinking workforce, emphasize benefits of all participating, not just the idea of one person"
- PE-129 "Very much the same stance in safety, i.e. we solve a problem (and identify a root cause) as soon as possible, i.e. we do not procrastinate - but we need to get better at doing this consistently.
- PE-157 "To develop more team leaders [promoting] kaizen"
- PE-164 "Introduce a list for best practices in each area, people to enter [data themselves]. Set a target e.g. once every two months"
- PE-17 "Instil in people a culture that 'all is possible'; do not criticize others' ideas; just try learn people to "see" & improve at all times"
- PE-185 "Become more tenacious in solving issues, stop the blame game and

procrastination."

- PE-192 "Integrated process teams a good example of co-location and flexibility in the line ensures easily producible products"
- PE-199 "Bring quality assurance team closer to packaging, when packaging is complete to work order packaging, then to shipments"
- PE-206 "Work with suppliers to eliminate waste out of artwork design, e.g. all errors to be eliminated by proof 2. Currently we normally go to proof 4, 5 and 6."
- PE-213 "We have the Kanbans and the rhythm cycles for our flow but we need to execute it better"
- PE-38 "Empower operators to do even more for themselves, become self-sufficient. Train on equipment and improve problem solving by doing it after each run"
- PU-150 "How do we promote innovative thinking, have to work on this one"
- PU-157 "To develop more team leaders [promoting] kaizen"
- PU-164 "Introduce a list for best practices in each area, people to enter [data themselves]. Set a target e.g. once every two months"

Case 4

- PE-158 "Encourage all levels and all staff to come up with ways to improve the organisation - will create a sense of worth, empower staff"
- PE-165 "Discipline, control and conscientiousness can improve. Environment of learning - opportunity. Right process will produce right results - yes, can improve. Promote continuous improvement - need to do so."
- PE-18 "Competitive - yes; conscientious - yes, but opportunity to increase; anything is possible - definitely"
- PE-200 "Evaluate whether more complicated manufacturing should rather be bought from a 3rd party"
- PE-214 "Inventory reduction strategy in place, working to improve"
- PE-221 "Implement better systems / processes to eliminate 'wastage' in the system"
- PE-25 "We need to offer a quality product - to be innovative in our thinking about our business and product"
- PE-39 "Waste free - practised but can improve - as in FG inventory and productivity. Globally and locally optimised - yes - import vs. produce. Innovation - yes, but can improve"

- PU-151 "Promoting from within, allowing staff to step up and grow the business"
- PU-158 "Encourage all levels and all staff to come up with ways to improve the organisation - will create a sense of worth, empower staff"
- PU-165 "Discipline, control and conscientiousness can improve. Environment of learning - opportunity. Right process will produce right results - yes, can improve. Promote continuous improvement - need to do so."

Case 5

- PE-117 "We actively try to replace / replicate ourselves with employees, we being the managing partners"
- PE-138 "Almost every conversation involves a problem solving mentality. We constantly learn new methods"
- PE-152 "Making small improvements to day to day actions. Improvement - redefine processes and create an environment for learning and improvement."
- PE-159 "We have a learning process in place, should encourage more suggestions from the team. Display team members' performance levels publicly."
- PE-166 "Improving way of doing things every day, in even a small way. Challenge employees to think of new ways of doing things, new systems..."
- PE-173 "Cannot understand the customer if you do not engage the customer. We need to make effort to fully understand each candidate. We need systems to expose problems"
- PE-180 "Perhaps encourage team to discuss problem areas, management team observes / listens in."
- PE-222 "Have a measurable performance process in place to ensure flow. Held-ups are obvious and circled immediately. Process tweaked when necessary"
- PE-229 "Does the business flow? Volumes of CV's are huge, workloads huge. Need to streamline the amount of paperwork and need to be more efficient in selecting customers. Get more information from customers to ensure we are on the same page with what they need."
- PE-26 "Innovativeness in recruitment in England and UK - focus on expansion"

- PU-152 "Making small improvements to day to day actions. Improvement - redefine processes and create an environment for learning and improvement."
- PU-159 "We have a learning process in place, should encourage more suggestions from the team. Display team members' performance levels publicly."
- PU-166 "Improving way of doing things every day, in even a small way. Challenge employees to think of new ways of doing things, new systems..."

Case 6

I-107 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)?

Respondent 6C: When a client pays, there was no record of the payment. We created a cash receipt payment sheet which we hold in the office, to which all transactions are immediately recorded. Any transaction, whether speed point, cash, cheque or transfer, gets loaded with names, account number, invoice and receipt. We can now capture the payment quicker. We also attach the payment to the job card and to the quotation. We can reference all transactions backwards.

I-108 Toyota Learning II

Nortjé: Why was it important to solve this problem?

Respondent 6C: In the past, when the order went out, we had to first search whether the customer had paid, in order for the doors to leave. Also, without cash there is no way in which you can place an order, pay the salaries, etc. It is therefore important that this is handled properly.

I-95 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)?

Respondent 6A: We had a problem with the sustainability of the company - it was too big for the amount of sales we had. However, the admin

department was too small - and we had the wrong people employed. The team simply did not function good enough, especially the admin team. I received the management accounts only three months after the event as it were outsourced. I realised things were going wrong and had to cut costs - our downfall was the fact that I did not grow our admin wing. Although we had significant turnover there was no profit. We had to do something and started analysing various processes. The factory was an absolute mess - one literally stepped on raw material as you walked throughout. Our lead time was too long and we had a lot of orders. We were selling door too cheaply. We had much more control when we started out, but as our staff numbers grew so did our problems, and they could not solve the problems. We started making huge losses. However, this past financial year was the first year of profit after three straight years of losses. We do however fear the current global economic crisis. Although we do not have any international customers, we are scared of what will happen with the South African economy. Developers are not building any new units.

I-98 Toyota Learning I

Nortjé: Can you give me another example of a problem that was successfully solved?

Respondent 6A: Historically we had manufactured timber products, but then a new product, made with fibre glass, landed on the market and we did not have an outside supplier we could buy this from. Raw material was freely available, and as such we had to look for someone with a knowledge of fibre glass. We employed a person with a knowledge of fibre glass and located a group of suppliers in order to build our first prototype based on the product of a competitor. We ran into problems - the door was heavy and expensive - and some doors would sag in the middle. The person we employed also could not do what he claimed during the interviews. He left because of a disagreement, and then we employed the current team leader. He is good with fibre glass. The team leader and I have been able to solve the problems we encountered with the fibre glass doors. We started out manufacturing only flip-up doors and decided to launch a sectional product, this was about six years ago. It took three years for us to solve all the problems. We had to take the product back to the drawing boards. Panels did not fit snugly and we decided to use steel rebates and pop riveted these together to provide additional support. This was very expensive however, and about six months ago we successfully replaced the

steel component with fibre glass. A related problem is that the team member walks around looking for components, which extends the current 10 hours needed to complete the product.

- O-95 On a Wednesday Case 6 employees meet from 4pm to 5pm to discuss problems and train each other.
- PE-111 "Respect and discipline for positivity - identifying solutions"
- PE-153 "Kaizen - a standard is good because its more efficient"
- PE-160 "Kaizen - constant and never ending improvement, there is no finish line"
- PE-167 "Job cards must be given to the workers so that they know what to do for the
- PE-188 "If you see a problem, do not wait for tomorrow. Fix it that day and your problem is solved"
- PE-195 "Have all parts pre-pared to eliminate slow production time. Use standard itemised materials. Have the correct amounts of parts per unit, e.g. 1kg resin
- PE-216 "For fibre doors a lot of off-cuts and time for garage doors. If you cut a door from 2450 to 2250 that is 400 x 2200 of waste: Fibre glass and resin and labour. The correct size works better."
- PE-258 "Need a measurement system implemented so that all measurement systems will be checked through all the processes."
- PE-27 "Coming up with new ideas to make the job easier - try it and improve on it"
- PE-41 "We must work so that we have less waste at the end of the day so that we and the client can pay less for the product"
- PU-153 "Kaizen - a standard is good because its more efficient"
- PU-160 "Kaizen - constant and never ending improvement, there is no finish line"
- PU-167 "Job cards must be given to the workers so that they know what to do for the

Case 7

- I-119 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)?

Respondent 7B: The type of market we are in requires us to be flexible to changing market needs. Our specific group wants to turn the pizza for South Africans into a commodity item, and therefore we need to introduce

interesting side-products. One example is a smaller pizza for kids, another example is the introduction of pasta prepared at our outlets. We actually launched a pasta product earlier but had to take it off the market again - the end-product was not right. We re-launched it and today it is a significant success.

I-123 Toyota Learning II

Nortjé: Why was it important to solve this problem?

Respondent 7B: We have to have a standard way of preparing a pizza. It relates to formulas we use and the costs we calculate when we sell a franchise and a corresponding profit margin that will go with the franchise. Speed of service is also important to our customers and this helps with that. There is no other way to make a promise of time to our customers if we do not have a standard way of preparing pizza. We need to be able to keep our promises. This keeps both the customer and the franchisee happy. Our franchisees listen to our clients. Therefore it is also important to be involved with the franchisee as they are involved with the clients and can give you valuable feedback.

I-128 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)

Respondent 7C: Yes, during delivery on the motorcycles, we put pizzas into a backpack. Because of a sometimes bumpy ride the pizzas would fold in half. So we took empty boxes and built pillars and give additional support to the pizza. I have not received a complaint about this since, so the clients seem happy.

PE-119 "We should promote coaching more. We must not loose touch of how our shops work - they view mistakes as ways to learn to prevent mistakes / errors"

PE-154 "We can improve on our tracking of measures. We must assume our franchisees are average and build processes to work in that environment"

PE-161 "Having excellent processes allows average workers to work excellently"

PE-203 "Make it better and easier first, then build the process around this"

PE-210 "Develop ways to easy production. Learn and implementation crucial."

- PE-217 "Better utilisation of our supply chain"
- PE-231 "Using ingredients on more than 1 menu item - reduces ingredients. Already done, can be monopolised on"
- PE-28 "Need to focus on elimination of waste, process waste and cost waste. More fully appreciate the role of innovation in achieving success"
- PE-42 "Innovation in our market is crucial as the consumer tries new things / ideas. However, because the bulk of them are fickle, the early bird catches the worm"
- PU-154 "We can improve on our tracking of measures. We must assume our franchisees are average and build processes to work in that environment"
- PU-161 "Having excellent processes allows average workers to work excellently"
- PU-168 No input

H.3 Genchi Genbutsu

Case 1

- I-19 TOYOTA Learning III

Nortjé: Why are these aspects important?

Respondent 1C: For invoicing shipments. We never used to understand why or how to load it, or why it was there. We now have a better picture of how and why - simple, small things to help us understand the invoicing process better. We all learnt through the process.

Nortjé: Why is this important?

Respondent 1C: Maybe it does not make such a big difference. But we have better knowledge and we are more comfortable and more secure. No one is ever too old to learn. So the rest of the company is also learning - and that is a good thing.

- PE-141 "Effective and focused problem solving - at the place and with the correct
- PE-148 "Discipline on the shop floor and offices in following processes and guidelines to achieve a good product. We always follow shortcuts to achieve targets (people are reluctant to change or improve)"
- PE-176 "We have difficulty to reach consensus on matters as we all have our

"personal" views and preferences, e.g. not liking to be challenged by others"

PE-183 "Remove the perceptions, opinions, hearsay and guess-work and act on the 'real facts'"

PU-169 No Input

PU-176 "We have difficulty to reach consensus on matters as we all have our "personal" views and preferences, e.g. not liking to be challenged by others"

PU-183 "Remove the perceptions, opinions, hearsay and guess-work and act on the 'real facts'"

Case 2

I-27 TOYOTA Learning II

Nortjé: Why was it important to solve this problem?

Respondent 2B: The effectiveness of the business was affecting our business model. Our management was not able to do what management should do, and they need to avail them to that. And the development of our employees internally - we pride ourselves in this. The Directors needed to avail themselves for business purposes - to run the business. We are not a hierarchical organisation - our top level is very small. A lot rests on their shoulders - and they need to get to that.

O-46 According to one of the consultants, Case 2 is "a very empowered team". A monthly personnel meeting is held where all employees get the opportunity to raise concerns or make suggestions.

PE-114 "We can give more constructive feedback, we "protect" our employees too much. We also model and promote integrity" "We have a value for respect but I think it could be described better to see how it is perceived / lived in

PE-170 "We should get closer to the clients' problems (more involved). Managers at CT are very involved, hands on, informed on all clients' projects."

- PE-177 "We do not like procrastination. Our leaders are quite involved at ground level to understand problems and facilitate solutions. I don't think we are good implementers internally but can implement externally very well."
- PU-170 "We should get closer to the clients' problems (more involved). Managers at CT are very involved, hands on, informed on all clients' projects."
- PU-177 "We do not like procrastination. Our leaders are quite involved at ground level to understand problems and facilitate solutions. I don't think we are good implementers internally but can implement externally very well."
- PU-184 "We can come up with processes of problem solving. We can plan better and implement rapidly"

Case 3

I-38 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore).

Respondent 3A: We had recently installed a new case packer. It was a cheap machine - not high tech. There are stringent regulations on how to operate these machines. The next morning during a walk-around the machine was not working. The operators blamed the technicians, and vice versa. The supervisor, team leader spent and I spent some time on the line, and in one hour we could see exactly what the problem was. The operator who was assembling the shipper was not doing it right. The change took a split second.

I-51 TOYOTA Learning II

Nortjé: Why was it important to solve this problem?

Respondent 3C: First of all, the operators were inconsistent in terms of packing, one working faster than the other. Therefore there was no reliability in time. Operators were finishing the same job in either three, four or five days. This is huge variability. We needed to implement certain standards. Now we have consistent flow. By studying the equipment that we have got, we can now use someone else's junk and it doesn't cost us anything. Where in the past we could only do one product on this line, now we do all the products on this line.

Nortjé: Why are these aspects important?

Respondent 3C: We got a quotation to automate this machine. The cost was R750 000. But it only cost us R5000. Lean thinking is to not reinvent the wheel or buy new equipment. Somewhere there might be someone who has something they don't need, then someone else can use that.

When this problem was not solved it cost us time, people got frustrated, the operators were fighting among themselves as they were getting the same pay but some were working slower. They were pointing fingers at each other.

Now we have the same output and same people without but better performance without spending money.

Nortjé: Why is this important?

Respondent 3C: People now stick to the standard work and there is harmony in the department. They guys are excited and motivated. I've got less of a chance that people would blame each other and we keep the customer happy. Everyone is happy. My life is easier - I can focus on other things now. My time is used better. I can now focus on the future.

I-53 TOYOTA Learning I

Nortjé: Can you give me another example of a problem that was successfully solved?

Respondent 3C: This part of the machine was too short. This resulted in the machine getting blocked. Although the machine did recognise that the wrong label was being loaded the rejected box was not pushed aside by this lever, as the section was too short. Therefore we had a rejection. So we extended this conveyor and moved this backup. So now when the rejected box reaches the level the machine can stop and automatically remove the rejection.

I-54 TOYOTA Learning

Nortjé: Why was it important to solve this problem?

Respondent 3C: We had a problem with the output quantities. We needed to supply about 40 000 boxes per day, and we couldn't even get ten thousand. We invested in this new equipment but we were not getting what we were supposed to get. So we let the machine run and watched it to see if we could identify the problems and bottlenecks. Then we found the solution.

O-62 The management of Case 3 conducts regular walkabouts on the shop floor where they look at key measures and generate improvement actions.

PE-171 "Need to practice the 'going to the source' so that it becomes ingrained in our way of thinking"

PE-178 "Employees are being given the authority to take decisions at their working

PE-332 "Develop A3 sheets for projects on portfolio and discuss during Gemba walk-through."

PU-171 "Need to practice the 'going to the source' so that it becomes ingrained in our way of thinking"

PU-178 "Employees are being given the authority to take decisions at their working

PU-185 "Become more tenacious in solving issues, stop the blame game and procrastination."

Case 4

I-62 TOYOTA Learning I

Nortjé: Can you give me another example of a problem that was successfully solved?

Respondent 4A: I started losing touch with the business and put a system in place where all mail that comes to our company came to me first. I was then able to see where certain staff authorised transactions that were unnecessary or dangerous.

I-63 TOYOTA Learning II

Nortjé: Why was it important to solve this problem?

Respondent 4A: It was my way of controlling the business and getting back in control. I did save money doing this and found certain problems, but I think I did it mostly for myself. I thought I was losing control, or had lost control, and this was my way of regaining control.

PE-130 "Ability to read the market and adapt and change as the consumer market changes. We prefer to solve problems internally."

PE-172 "Talk to our franchisees. Listen. Learn by doing"

PE-179 "Understand the needs of the customers by talking to them and not deciding it ourselves in a boardroom"

PE-186 "Believe learning is done best by doing - not always. Is tenacious about tackling obstacles - yes. Build consensus through observation - yes. Plan extensively, implement rapidly - need to improve."

PU-172 "Talk to our franchisees. Listen. Learn by doing"

PU-179 "Understand the needs of the customers by talking to them and not deciding it ourselves in a boardroom"

PU-186 "Believe learning is done best by doing - not always. Is tenacious about tackling obstacles - yes. Build consensus through observation - yes. Plan extensively, implement rapidly - need to improve."

Case 5

I-90 TOYOTA Learning II

Nortjé: Why was it important to solve this problem?

Respondent 5C: She was setting a bad example to the other members of staff. We require her to be here at a specific time to start her work, because it states it in her contract of employment. She cannot get through her work if she does not start on time - it is a basic thing.

I-91 TOYOTA Learning III

Nortjé: Why are these aspects important?

Respondent 5C: If it starts to slide, then all employees will follow the bad example. A small problem becomes a big problem with inexperienced girls. For some it is their first job.

Nortjé: Why is this important?

Respondent 5C: We are running a business here. We are all busy, and if there is a breakdown in the chain it affects everyone. It is the same if someone is absent excessively - it becomes very difficult to handle. I have a big workload. To keep tabs on everyone is very hard, but for this reason I do it.

O-80 Case 5 placed the offices of the directors in between the offices of consultants in order to establish easy access.

O-85 Case 5 uses Skype video conferencing to connect the British director with the offices in South Africa real time.

PE-187 "All three directors consult and run the company. They are involved in every aspect of placing people."

PU-173 "Cannot understand the customer if you do not engage the customer. We need to make effort to fully understand each candidate. We need systems to expose problems"

PU-180 "Perhaps encourage team to discuss problem areas, management team observes / listens in."

PU-187 "All three directors consult and run the company. They are involved in every aspect of placing people."

Case 6

I-101 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)?

Respondent 6A: We had to overcome a problem connected to the use of rebates on our fibre doors. It was too expensive and hence we decided to use fibre glass. Our installation guys highlighted that fact that our doors were not straight after installation. The polystyrene we use during the manufacturing process also did not help. The doors buckled as it cured, and therefore on the inside, after fitting, it looked perfect, but from the outside you could easily see the problem. We took the production team leader to a site and he quickly made a plan how to solve the problem. Now the problem is sorted out, but I am of the opinion that it is more expensive to use this new solution than the old metal rebates.

PE-174 "Experience the problem, seeing is believing"

PE-181 "Management must go see and listen to the work-force"

PU-174 "Experience the problem, seeing is believing"

PU-181 "Management must go see and listen to the work-force"

PU-188 "If you see a problem, do not wait for tomorrow. Fix it that day and your problem is solved"

Case 7

I-117 Toyota Learning II

Nortjé: What was the context of solving this problem, that made it important to solve?

Respondent 7A: We knew that a quality product could not be brought in and that we had to make it ourselves. But it also had to be easy to make and the taste had to be good. Consistency would also be very important. We call this blind taste testing. The team combined a theoretical and an iterative process, working what I call elbow- ghries important in the situation - I asked them whether they had built their theoretical pasta in an actual pizza shop during a peak period, and until then they hadn't - so I asked them to go do it there - and this helped a lot with solving the problem. They received

good feedback from the other employees in the store as well. Also, you have to take the supply chain into account.

It is important to be consistent in our business. Also - something like this has to be easily executable. All of the stores need to be able to make the same quality pasta at the same speed anywhere. It only takes one unhappy customer to destroy trust in a product.

Also, our customers have an expectation of speed and convenience. We need to be able to prepare something in 40 minutes

Nortjé: Why was it important to solve this problem?

Respondent 7A: Trust with the Consumer based on the consistent experience over time. This helps to avoid breakdown in trust and to protect the brand. Consistent behaviour and our ability to execute is of the utmost importance.

I-123 Toyota Learning II

Nortjé: Why was it important to solve this problem?

Respondent 7B: We have to have a standard way of preparing a pizza. It relates to formulas we use and the costs we calculate when we sell a franchise and a corresponding profit margin that will go with the franchise. Speed of service is also important to our customers and this helps with that. There is no other way to make a promise of time to our customers if we do not have a standard way of preparing pizza. We need to be able to keep our promises. This keeps both the customer and the franchisee happy. Our franchisees listen to our clients. Therefore it is also important to be involved with the franchisee as they are involved with the clients and can give you valuable feedback.

I-126 Toyota Learning II

Nortjé: Why was it important to solve this problem?

Respondent 7C: It is half of my business. It is like a communication gap. The customers will just go to the next pizza place, and no one would understand what is going on, just because they are angry. I want to keep my customers and make them happy.

O-105 The head office of Case 7 draws information electronically from each franchise, using IT technology.

O-118 A case 7 franchisee mentioned to the author that the head office helps him to

improve his advertising campaign but at the same time allows him freedom to come up with and pursue his own ideas.

- PE-119 "We should promote coaching more. We must not loose touch of how our shops work - they view mistakes as ways to learn to prevent mistakes / errors"
- PE-126 "Coaching is done but reviewing is a problem resulting in high staff turnover. Management from support office can learn the ground rules by working as a team member in store. Respect gained is respect earned."
- PE-182 "Us as management need to spend more time at our stores, viewing and experiencing the issues to help come up with ways to fix/ solve"
- PU-175 "Probably the biggest area of conflict within a franchise organisation"
- PU-182 "Us as management need to spend more time at our stores, viewing and experiencing the issues to help come up with ways to fix/ solve"
- PU-189 "Hands on from 'management' to problem solve can assist us in streamlining our business".

H.4 Teamwork

Case 1

- I-11 TOYOTA Learning I

Nortjé: Can you give me another example of a problem that was successfully solved?

Respondent 1B. It concerns customer supplied items of zero value, and must be fitted on a customer product, e.g. a microwave oven. We needed to manage these customer supplied items well, so we got a multi disciplinary group together to discuss, with quality also involved, and sat around a table to get a holistic view, the former way of handling it, did a gap analysis, found the ideal, made sure it complies with customer requirements, and then designed a new process and signed it off - changed the status quo.

I-18 TOYOTA Learning II

Nortjé: Why was it important to solve this problem?

Respondent 1C: The controllers were frustrated if they could not get hold of the right people. Problems are now solved much quicker. Everyone has a better understanding of what demand entails.

I-19 TOYOTA Learning III

Nortjé: Why are these aspects important?

Respondent 1C: For invoicing shipments. We never used to understand why or how to load it, or why it was there. We now have a better picture of how and why - simple, small things to help us understand the invoicing process better. We all learnt through the process.

Nortjé: Why is this important?

Respondent 1C: Maybe it does not make such a big difference. But we have better knowledge and we are more comfortable and more secure. No one is ever too old to learn. So the rest of the company is also learning - and that is a good thing.

O-11 There is evidence of interaction between different teams on the design of the Galleys products, e.g. various collaborative meetings, network based portals to share information, etc. Different units are co-located at different stages of the design process.

PE-120 "We need respectful, (not familiar) relationships with workforce at and between all levels"

PE-43 "We need to establish a culture where people feel comfortable to put forward ideas that might work or not, but it gets listened to"

PE-71 "Most of the people do not understand what, why etc the customer wants. People need to understand their role / importance in our 'food chain'"

PE-99 "Encourage participation of work force at all levels and also concept of problem identification and then solving"

PU-85 "We need to get all company people to participate in all levels"

- PU-92 "We see colleagues as competition, work in cells and do not really care about the downstream / upstream people. My way or the high-way"
- PU-99 "Encourage participation of work force at all levels and also concept of problem identification and then solving"

Case 2

I-20 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)

Respondent 2A: We are busy solving one - the way in which we allocate resources. The problem is that we grew from being a small firm to a large firm, and one of our Directors did the resource allocation in her head, for everyone, as she received all new business. She called us in and told us it doesn't work anymore for her - she found that the project she had received most recently was the one that would receive the most attention and resources, and then the rest of the team would be angry with her. So she called all the senior staff together and spoke to them. The discussion was about how to structure with clients, and the human resources and organisational development streams. There is cross-project cross-stream use of resources, and everyone felt overwhelmed, but because they were called together, resources are allocated to newly formed groups and will stay in those groups.

I-24 TOYOTA Learning II

Nortjé: Why was it important to solve this problem?

Respondent A: Invoicing determines income and we realised our proposals were not realistic. We did not scope for preparation or the wrap-up afterwards. All the information were lost: The information needed for the admin of projects and the proposals were lost. Now we have standardised reports and more efficient preparation.

Also, the cash flow of the company benefits. We can now invoice our real costs. Accountability of consultants is also influenced. Everyone works hard, but now it becomes transparent for all. Some only booked the 9 hours they were paid for, although they put in a significant amount of additional time.

I-26 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is

not recurring anymore)

Respondent 2B: We had a problem with the availability of Directors, and they said they needed to avail themselves more to the business. They had to make some structural changes to be less operationally involved. They got the entire company together, not the operational side - only consulting, and we discussed plans on how to structure the teams, so that they could release the Directors. We brainstormed plans, analysed each others' personalities, discussed our clients and listed the projects, to see where they were too involved to see where we could release them. We noted everyone's preference to find those comfortable with managing and those who preferred specialisation, either in organisational development or in human resources. Some were in the middle of the road. Eventually we designed a new structure, and established client managers for the bigger clients, with smaller teams reporting to them. The Directors were able to get more involved in managing the business, and are more available than they were in the past. We now need to get the client managers to the level of the Directors. We have found a new predicament - in the managing of our resources. Where do you draw the line between increasing capacity and getting more work in?

I-29 TOYOTA Learning I

Nortjé: Can you give me another example of a problem that was successfully solved?

Respondent 2B: Yes, our product development - putting them on the map. They had to develop their products to have a product and service offering. The effort went into developing and designing their methodology, and they did not have a company profile, which formed a problem. They were not out there - they needed something to give to companies. They had booklets introducing the company, but this was limited to remuneration, and the company had since employed industrial psychologists focusing on organisational development. So we had a breakaway and got into our teams do discuss who we were. It was a group session and we discussed 80% of the products which the company offers - now we have something to offer the market.

I-32 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is

not recurring anymore)

Respondent 2C: I am not at the office that often, so it is difficult to say. I have not had much contact with the Director, I used to see her only once every 3 - 4 months. Therefore she had little input into my work. Now I have an appointment every two weeks - she has more input and it gives me the opportunity to ask questions if I get stuck.

I-33 TOYOTA Learning II

Nortjé: Why was it important to solve this problem?

Respondent 2C: From our company's perspective - there was no control and no influence on me as a client manager. All the work I did was on my own, without guidance, as long as I did not harm the company. I had high self-efficacy and I believed I could do anything. I wasn't necessarily correct, but I won't know if I handled some situations wrongly. Therefore it is good that I see the Director more often - so that my work can improve.

I-34 TOYOTA Learning III

Nortjé: Why are these aspects important?

Respondent 2C: I represent the company when I work. If they do not have control, then they do not know what image I am presenting. It is like manufacturing cars without knowing what product exits the production line. If everyone is tasked with product design, some of it will be wrong, because there is no control. It is also about standards and efficiency. I wasn't part of the company when the standards were set. If I identify a need at a client I proceed on my own without the knowledge of what is already present in the company. I might be delivering a solution of a lower quality or be developing my own product -loosing the benefit of being part of a company. It is like having your own company but paying the bulk of the profits over to another without any benefit. If you have a product, you want it to sell on its own. If the product delivery is not standard, then all you have is group of people doing their own thing. My efficiency therefore stays low, and the company won't get its margins right. We cannot charge a client for all of our development - so we charge two days in stead of four and the company's

O-42 Case 2 recently held a strategic planning session where they revised a strategy to work with clients. A big group of the organization participated.

They decided to mine existing clients, as they do not use all of the retainers negotiated with existing clients.

- O-43 Pro-active problem solving and prevention, and quality checks and balances, take place in team settings - problems identified and resolved to good relationships. According to one of the consultants, very few examples of
- O-44 Strategy is communicated and executed informally. Basic strategy according to one of the consultants (confirmed by another) is to keep and 'mine' existing clients, and this happens through relationships with clients - every consultant needs to push the relationships that they have with clients.
- O-45 Resource balancing is currently done through asking team members if they have capacity. In the past this planning used to be in the 'in the mind' of one of the directors, according to a consultant. However, now a joint meeting is held with consultants to plan the session, and slots are diarized.
- O-46 According to one of the consultants, Case 2 is "a very empowered team". A monthly personnel meeting is held where all employees get the opportunity to raise concerns or make suggestions.
- PE-107 "We should not be afraid to monitor performance and even show mistakes. A lot of coaching, mentoring, learning among employees. Willingness to share /
- PE-135 "We thrive on change and challenges. There is more of a collective approach to problem solving. Our leaders always have the bigger picture in mind - this has not necessarily been instilled in all employees"
- PE-191 "CT has good cross-functional teams"
"We experience problems with technology - inhibits behaviour"
- PE-198 "Delivery in teams, teams should be more cross-functional. Methodologies are designed to be re-used"
- PE-205 "If we can have proper processes in place everyone can know where they fit
- PE-338 "We have effective integration between 'families', but this can be improved, and employees will learn more skills. Employees at our company are willing to assist, help out on other projects."
- PE-44 "We are very focussed on relationships with clients and co-workers, but not really society / country, etc. Focussed more on short term?"
- PE-86 "We constantly change teams to adopt to clients/ projects. We have teams small enough so that everyone can participate. Small teams (5 or 6) with client manager / project administrator"

- PE-93 "Teamwork is also one of our values. Consensus is crucial for us"
- PU-100 "We are challenged to think and come up with solutions to problems"
- PU-86 "We constantly change teams to adapt to clients/ projects. We have teams small enough so that everyone can participate. Small teams (5 or 6) with client manager / project administrator"
- PU-93 "Teamwork is also one of our values. Consensus is crucial for us"

Case 3

I-47 TOYOTA Learning I

Nortjé: Can you give me another example of a problem that was successfully solved?

Respondent 3B: We had a problem in that we had only one technician in packaging. He was pulled in every direction during setups. So we did a kaizen with help of overseas colleagues and decreased setup time. We also separated cleaning and changeover, to save the technician time. The engineering guys also learned how to do setups. They are nearly competent - they still need to do an assessment. The operators were also taught how to do some parts of the changeover and are self-sufficient. They also did some problem solving to make it easier.

I-52 TOYOTA Learning III

Nortjé: Why are these aspects important?

Respondent 3C: We got a quotation to automate this machine. The cost was R750 000. But it only cost us R5000. Lean thinking is to not reinvent the wheel or buy new equipment. Somewhere there might be someone who has something they don't need, then someone else can use that.

When this problem was not solved it cost us time, people got frustrated, the operators were fighting among themselves as they were getting the same pay but some were working slower. They were pointing fingers at each other.

Now we have the same output and same people without but better performance without spending money.

Nortjé: Why is this important?

Respondent 3C: People now stick to the standard work and there is harmony in the department. They guys are excited and motivated. I've got less of a chance that people would blame each other and we keep the customer

happy. Everyone is happy. My life is easier - I can focus on other things now. My time is used better. I can now focus on the future.

- PE-101 "Encourage a thinking workforce, emphasize benefits of all participating, not just the idea of one person"
- PE-178 "Employees are being given the authority to take decisions at their working
- PE-192 "Integrated process teams a good example of co-location and flexibility in the line ensures easily producible products"
- PE-24 "I think some part of our organisation is ahead of the other - in this journey we all need to be on the same level"
- PE-276 "Operators must be more involved in the creation of standard work."
- PE-31 "Delegating to give employees the sense of taking decisions and ownership"
- PE-87 "Seeing the value of having things visible and simple has really changed my way of doing things so that the whole team understands and can replicate the
- PU-101 "Encourage a thinking workforce, emphasize benefits of all participating, not just the idea of one person"
- PU-87 "Seeing the value of having things visible and simple has really changed my way of doing things so that the whole team understands and can replicate the
- PU-94 "We need to know employees" personal lives and be supportive so that the company can understand why specific behaviour is in place"

Case 4

- I-59 TOYOTA Learning I

Nortjé: Can you give me another example of a problem that was successfully solved?

Respondent 4A: We ran into a problem with our franchisees when we dictated to them which stock controllers to employ. To satisfy the needs of the franchisees we then allowed them to pick their own stock controllers, believing they were better serviced through their own choice.

- I-60 TOYOTA Learning II

Nortjé: Why was it important to solve this problem?

Respondent 4A: A satisfied franchisee is a satisfied franchisee - like an

unhappy wife an unhappy franchisee can make your life hell.

- PE-102 "We match strengths and promote simplicity, but we can improve at employee participation and promoting a thinking workforce. We can improve by developing people"
- PE-151 "Promoting from within, allowing staff to step up and grow the business"
- PE-207 "Easily producible - no. The nature of our product makes it difficult. Teams well integrated."
- PE-46 "Low staff turnover, relationship with staff - working environment, giving shares to staff, staff training - sponsorship (do more in the community)"
- PE-95 "Ideas are debated and thought through at meetings, all share on decisions"
- PU-102 "We match strengths and promote simplicity, but we can improve at employee participation and promoting a thinking workforce. We can improve by developing people"
- PU-88 "We need to empower staff to make decisions and suggestions"
- PU-95 "Ideas are debated and thought through at meetings, all share on decisions"

Case 5

- I-80 TOYOTA Learning I

Nortjé: Can you give me another example of a problem that was successfully solved?

Respondent 5A: When I started the company I wanted to return to the UK. I did not anticipate that we would grow this big. I went over and we had a trial run of how it would be if my manage the office from a distance. We used technology, Skype and webcams, and I could to talk to everyone. I did not dream that I could still manage the company from a distance. Everyone feels so much more comfortable now with the prospect of me leaving. When I open Skype I immediately know who is at the office, and they are not annoyed by me doing that.

- I-81 TOYOTA Learning II

Nortjé: Why are these aspects important to you?

Respondent 5A: It was the only way to continue working with the company. The company is my baby and I wanted to stay involved. Else I would not

have been able to move.

Nortjé: Any other reason?

Respondent 5A:

It seemed important to the company. If I was not able to maintain contact it could have been detrimental. I am involved with everything that happens. I deal with the accountant and the office manager, and I am still there when a problem occurs.

I-89 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)?

Respondent 5C: We had timekeeping issues. There was one specific employee who could never be at work on time, now she is getting to work on time.

I-90 TOYOTA Learning II

Nortjé: Why was it important to solve this problem?

Respondent 5C: She was setting a bad example to the other members of staff. We require her to be here at a specific time to start her work, because it states it in her contract of employment. She cannot get through her work if she does not start on time - it is a basic thing.

I-92 TOYOTA Learning I

Nortjé: Can you give me another example of a problem that was successfully solved?

Respondent 5C: Our previous receptionist had an attitude problem. Some of our workers use taxis or busses as their mode of transport. If they left at five they were in the townships only after dark. So we gave our employees to options for work-hours, but once they changed they had to stick to their new hours, but she was coming in later and leaving earlier. So we counselled her, but after that she refused to greet any of the directors. So we fired her.

I-93 TOYOTA Learning II

Nortjé: Why was it important to solve this problem?

Respondent 5C: She refused point blank to greet the directors! She would ignore their requests. It was bad for the harmony of the company. A bad example to the staff and complete insubordination.

I-94 TOYOTA Learning III

Nortjé: Why are these aspects important?

Respondent 5C: It affected the image our business.
She was also rude to candidates and other people. You cannot have such issues with members of staff because everyone is affected.

O-82 Consultants are taught informally by their peers and superiors, possibly due to the smaller size and more informal setup.

O-86 The small office set up of Case 5 allows teams to sit together.

O-87 The placement process requires agreement by the previous person in order for the placement to go ahead. This helps new recruits who are inexperienced as mistakes gets informally corrected.

PE-103 "We have teams of four to six people and work together, each doing their part to ensure success. The team leader brings everything together and presents to the client"

PE-110 "Teaching / preparing candidates to ensure success. Consultants at people source act as mentors and coaches to assistant consultants"

PE-12 "Team benefits from the company's success, our success is re-determined every minute"

PE-201 "We work within a specialised area, develop an understanding of academics and personality to find what the candidate is best suited for. We have a strong sense of teamwork."

PE-40 "In a small company every employee needs to pull their weight, there cannot be a missing link in the chain, everyone needs to be moving in the same direction and contribute to the whole"

PE-89 "Small enough divisions gives communication and performance management, aka industry specialisations"

- PU-103 "We have teams of four to six people and work together, each doing their part to ensure success. The team leader brings everything together and presents to the client"
- PU-89 "Small enough divisions gives communication and performance management, aka industry specialisations"
- PU-96 "We keep our processes and interacting simple. Individuals do make changes and improve the business. We have performance measures in place"

Case 6

- I-111 Toyota Learning II

Nortjé: Why is this important to you?

Respondent 6C: The handling of paperwork and accounts is important. When we were still located in our old office area some information used to get lost. We had a loose way of controlling and no system in place. This was not beneficial to the company, unorganised and incorrect. Neither the accounting clerks or management knew what was going on. Now, if a client phones in or complains it can be handled immediately. I am quite happy, it is working much better.

- O-93 Case 6 balances their teams through informal task assignment. The small size of the company seems to enable this.
- O-95 On a Wednesday Case 6 employees meet from 4pm to 5pm to discuss problems and train each other.
- PE-125 "For us as the leaders we have to respect our fellow workers so that they can respect us"
- PE-20 "The first thing is for all of us is to work together as a team - great leadership"
- PE-440 "Bosses have to be equal to each and everyone. Faults - if you are wrong you're wrong and if you are right you're right."
- PE-62 "If we all work together and do what we can every day then each one will gain at the end of the day"

- PE-90 "Positive thinking - to have the same common goal, use specific people for specific functions"
- PU-104 "Some of the people here at wok don't work together with their fellow workers because the one says that he is working longer than the other so why must he listen to him?"
- PU-90 "Positive thinking - to have the same common goal, use specific people for specific functions"
- PU-97 "[Teamwork is] Not a concept that is known in the enterprise, except in sport. People do not really understand this concept"

Case 7

I-113 Toyota Learning I

Nortjé: Can you give an example of a problem that you have recently successfully solved (i.e. results are improved as expected and problem is not recurring anymore)?

Respondent 7A: The process and outcome of finance applications. The enormous effort that were previously involved in the application process when potential franchisees applied and the effectiveness of the process overall have been improved. This includes the site business case as well as the franchisee's financial position. In the past it used to cause a lot of headaches when potential franchisees ran into financial problems, and we had to get involved. It was not clearly defined what was sufficient proof of financial ability. Quite a few people are involved the processing of financial applications and therefore this lead to chaos. A difference of opinion was at the heart of the problem. When the process was standardised things worked much better. I believe this problem was successfully solved.

I-115 Toyota Learning III

Nortjé: Why are these aspects important?

Respondent 7A: We are in business because of and for our franchisees. I put these relationships before any other in my business. I cannot afford to place a franchisee at a site that will not a suitable location. Neither can I afford them not being able to finance the day to day running. This is the biggest possible breach of the trust relationship. I have to trust that a franchise has a

good chance of success and that the franchisee will work hard if it is feasible. A Franchisee's ability to pay you depends on whether they make money or not. This is fundamentally linked to the feasibility of the store.

Nortjé: Why is this important to you?

Respondent 7A: Why? No 1 - long term relationship - first impressions are the lasting ones. Our business is built on annuity income, if a business is not sustainable there is no future for our company. We will end up creating no value.

I-117 Toyota Learning II

Nortjé: What was the context of solving this problem, that made it important to solve?

Respondent 7A: We knew that a quality product could not be brought in and that we had to make it ourselves. But it also had to be easy to make and the taste had to be good. Consistency would also be very important. We call this blind taste testing. The team combined a theoretical and an iterative process, working what I call elbow-ghries important in the situation - I asked them whether they had built their theoretical pasta in an actual pizza shop during a peak period, and until then they hadn't - so I asked them to go do it there - and this helped a lot with solving the problem. They received good feedback from the other employees in the store as well. Also, you have to take the supply chain into account.

It is important to be consistent in our business. Also - something like this has to be easily executable. All of the stores need to be able to make the same quality pasta at the same speed anywhere. It only takes one unhappy customer to destroy trust in a product.

Also, our customers have an expectation of speed and convenience. We need to be able to prepare something in 40 minutes

Nortjé: Why was it important to solve this problem?

Respondent 7A: Trust with the Consumer based on the consistent experience over time. This helps to avoid breakdown in trust and to protect the brand. Consistent behaviour and our ability to execute is of the utmost importance.

O-108 A case 7 franchise owner explained to the author that he allows his team in

the kitchen to balance the work amongst themselves, as he does not want to treat them as children.

- O-118 A case 7 franchisee mentioned to the author that the head office helps him to improve his advertising campaign but at the same time allows him freedom to come up with and pursue his own ideas.
- O-119 A case 7 franchisee told the author that the head office puts in a lot of effort to have a strong relationship with him.
- PE-14 "Having a common goal will improve success in implementation - believing that change can be mutually beneficial rather than personal"
- PE-49 "Improve awareness that we are caretakers and have a responsibility to "run a good back leg", before handing over the baton. Franchising is our CSI"
- PE-98 "We need to measure [team] performance more. Lister to our members more - what can make lives easier / better. Keep it simple, stupid"
- PU-105 "Opportunity exists by promoting a thinking workforce by utilising the experiences and learnings of ground staff and not thinking that you know what
- PU-91 "We can measure teamwork more and make it more visible, view franchisees as more of a team, understand each person's role in the team, activate minds, not brains"
- PU-98 "We need to measure [team] performance more. Lister to our members more - what can make lives easier / better. Keep it simple, stupid"

H.5 Respect

Case 1

- I-13 TOYOTA Learning III

Nortjé: Why are these aspects important?

Respondent B: I believe we can create a learning culture inside the company if we ask the right questions. It is the better alternative and more cost effective, it makes things and we will be more customer focused. We can create an environment in which people are evolving to better standards. We need to be able to compete in our market and stay flexible and not get stuck in our ways. Learning is important. We can also get rid of waste. You do not want waste in your processes, because it is multiplied every time you do it. Processes are slower and less cost effective. We need to be as lean as

possible and we have to comply with the regulatory authorities to maintain contracts. Our industry is regulated because of safety requirements and we could forfeit our contract with our customers. We made this new procedure available to the whole company, everyone is working to a higher level, so now if we come across any challenges we will work from that level, and so keep on improving.

I-16 TOYOTA Learning III

Nortjé: Why are these aspects important?

Respondent 1C: We can use people in other projects and get the stuff out of the door quicker.

Nortjé: Why is this important?

Respondent 1C: Because of customer satisfaction. If packaging material is not delivered on time it leads to other issues. We employed another packer for two of the products as we could not get all of the goods out in time.

Appointing the packer helped us progress to getting the goods out of the door on time.

Nortjé Why is this important?

Respondent 1C: The quicker the goods get out the door the happier the system.

Nortjé: Any other reason?

PE-120 "We need respectful, (not familiar) relationships with workforce at and between all levels"

PU-106 "People on the shop floor is seen as a tool and machines that does not have needs and free time and is expected to give their time and needs to meet

PU-113 "The framework of our society is based on fear rather than respect. We do not have a society where integrity is a value"

PU-120 "We need respectful, (not familiar) relationships with workforce at and between all levels"

Case 2