

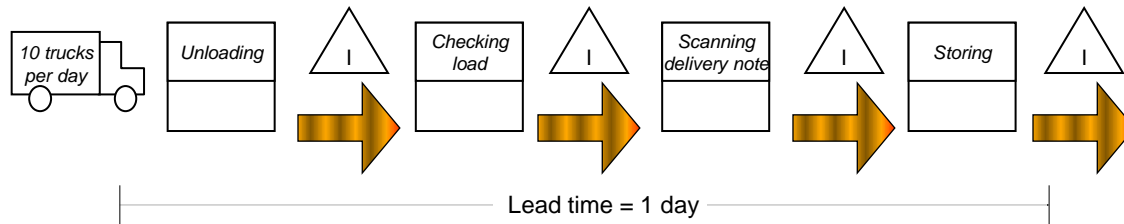
Application example



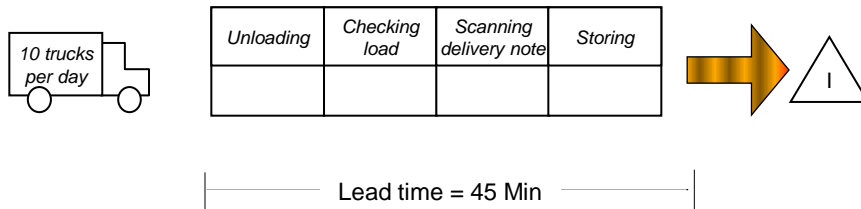
The *Improvement Kata* in a logistics company

After VSM target condition of unloading 1 truck every 45 min and directly storing containers in lot size 1 was agreed upon.

Current condition: „Batch and Queue“ unloading and storing



Target condition: „One by one“ unloading and storing



Current Condition	Target Condition
Leat Time = 1 d	LT = 45 min
Trucks/d = 10	Trucks/d = 10
WT = 450 min	WT = 450 Min
C-Takt = 45 min	C-Takt = 45 min
Op = 8/d	Op < 8/d
Shifts = 2	Shifts = 1
Lot size > 1	Lot size = 1

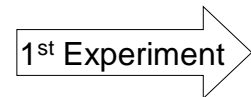
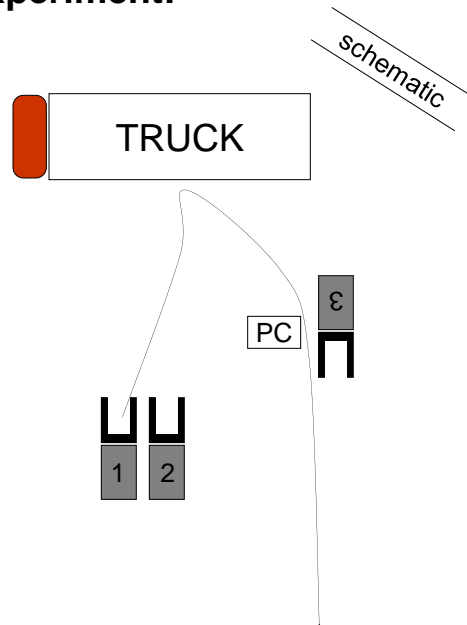
VSM:= „value stream mapping“, Target calculation: $45 \text{ min} = (8 \text{ hs} \times 60 \text{ min} - 30 \text{ min}) / 10 \text{ trucks}$

A simple **standard or hypothesis** is defined in order to run first trial of new “1x1 unloading and storing” process

1st Hypothesis:

"If sufficient forklift operators focus on just one truck and directly store every single container, unloading and storing the whole truckload should be possible in 45 minutes"

Layout of 1st experiment:

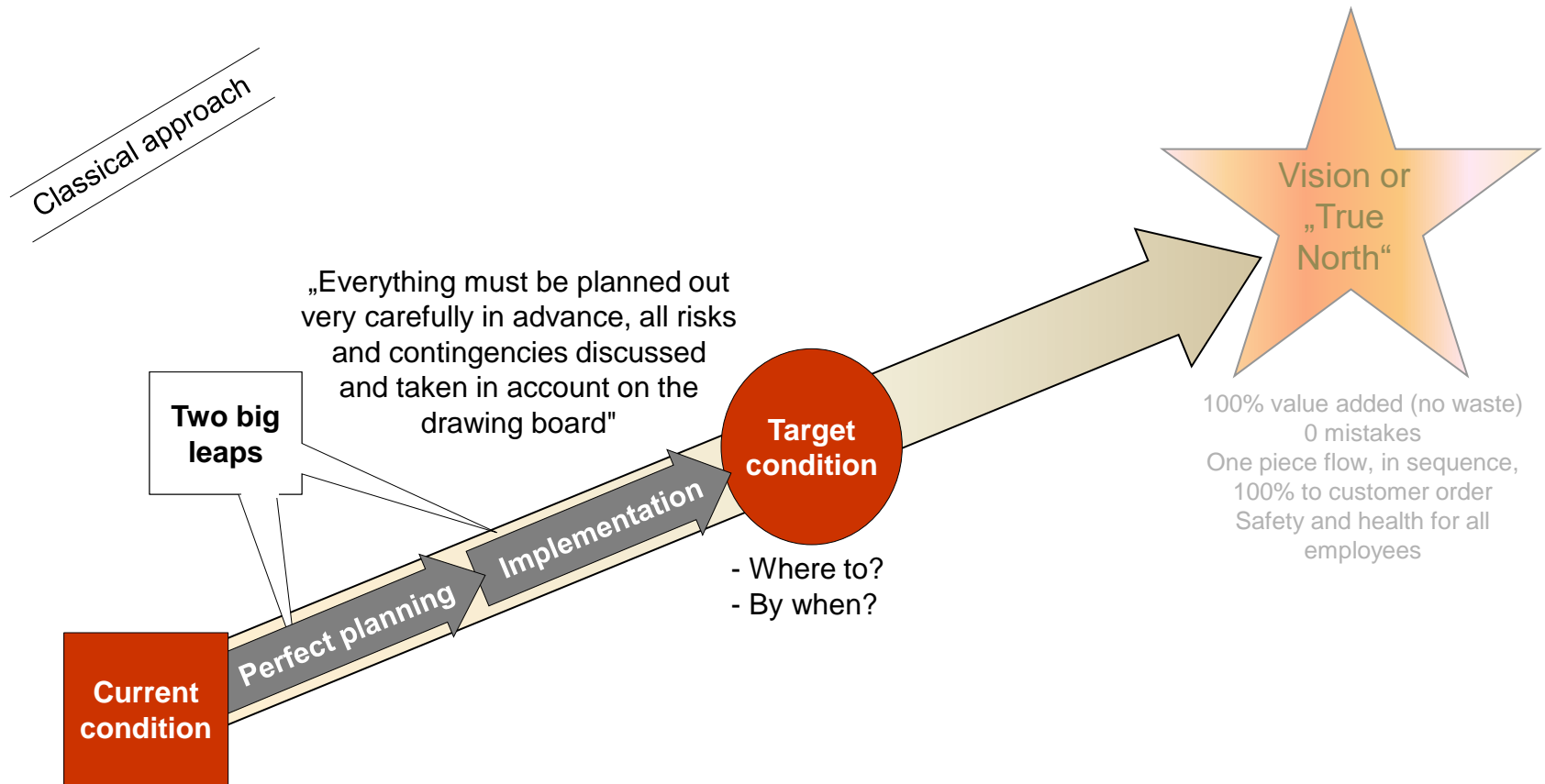


Logistics workshop – 1st experiment – Observation sheet

Note problems and deviations from the standard:

[illegible]

With our current management system, we are often expected to reach our goals in just **two major leaps**...



...Toyota's approach to scientific work and learning with the Improvement-Kata requires a **paradigm shift!**

The Improvement Kata:

