



The Next Step



Editorial by Peter J Paola and Willem J Botha, QCD Systems Ltd.

QCDSM is not industry specific. it establishes the practice of Continuous Improvement with full employee participation based on Lean principles within a company. It is a Formal Quality Program for companies.



<http://www.fuller.com.mx/index.aspx>

Fuller Beauty Cosmetics situated in Mexico City, commissioned QCD Systems LTD in July 2014 to assist their company to bring together in a holistic system, much of what they are already doing so as to continuously improve their operations focusing especially on Lean methodologies. The first step in this process would be the presentation of the Try Z seminar for their key personnel. This Newsletter explains this intervention.

WHO WE ARE

'Fuller Cosmetics* – with 100 years of experience in the world of beauty has won the prestige and the confidence of their consumers, becoming one of the most important enterprises in direct selling.

The personalized treatment with warmth and friendliness that our company has offered in all of these years constitutes one of the reasons for its success in Mexico and South America.

The commercialization of cosmetics, fragrances, and articles for the home which Fuller Cosmetics manufactures with maximum quality, innovation and advances in technology, offers to thousands of women the invaluable opportunity of becoming a Fullerette, forming your own business.

Our success is the result of a strategic vision which at each step studies, evaluates and responds effectively to the dynamics of the market, aware of its competitive advantages.'

With acknowledgement:

http://tupperwarebrands.com/brands/fuller_cosmetics.html

THE LEAN JOURNEY

Early in the implementation process into Fuller, Mexico, QCD initiated a Skype training intervention with the key employees of 3 major departments of the company.

The purpose of this preparatory step was to not only give an insight into what the QCDSM System is, but to ask these key personnel to do some preparatory work prior to our arrival.

This preparatory work would set the stage for the transfer of the knowledge learned in the Try Z seminar to the real life of their departments.

The key to understanding the QCDSM System and the Lean principles of manufacturing and management it implements, is to understand the importance of the Supply chain within a company and the need to continually measure customer value.

Every person in the company must be aware of and understand the Customer/Supplier relationship.

Each manager in the selected departments records any Customer Concerns/Complaints their department may receive by date and issue –also each time it also occurs daily.

It is also necessary for them to record any issues that they have with their Suppliers, whether internally or from outside the company. These are recorded as Defects Received

Any Cost issues, viz. Downtime, Rework and Delivery issues from them to their Customers will also be recorded. We also asked them to record any Near Hits during the period before we arrived. This information will be critical for the next step after the Try Z seminar.

Fuller has an excellent system of Accident recording posted at the entrance to the facility.

Each green Post-It note records the date, the explanation of the accident and what part of the body was affected together with the department where the accident occurred.



A selection of the pictures and quotes are acknowledged from the Fuller Beauty Cosmetic's web site.

How does a company begin its Lean journey?

The desire to achieve excellence has always been a driver in any company. However, desire can be overlooked when a company faces deadlines, output issues and the stresses of the daily problems which become the focus.

Preparing the ground, as it were, requires a firm decision not only by the top person but of the teams throughout the organisation. This entails the desire to overcome the obstacles they are fighting each day by identifying them and seeking a process to at least reduce them or eliminate them.

It is at this point that they begin to search for methods, assistance, partners to implement a process that will assist them to overcome the continual reactive and repetitive process to situations.

We believe that the QCDSM process will provide any company with this methodology because the system itself will bring together the combined talents of all within the company and enable them to approach their issues in a controlled and systematic way.

What QCDSM will give to the personnel in the company is a methodology to 'take a picture' as it were of what is actually happening not only in each department but in the company as whole.

It will then set up a process in each department to marshal the talents, expertise and knowledge of each employee to examine 'what is happening' and to then apply solutions.

This is done in a very simple way. Firstly, measure, in a visual way, what is actually taking place. This is done in what is known as a Green Room meeting each day or week. The purpose and focus of the meeting is to measure performance under the titles of Customer/Supplier Quality, Departmental Cost and Delivery, Safety and most importantly, the contribution of each person to resolve the issues by offering their ideas and suggestions based on the issues revealed.

The very first step is to demonstrate the system to key personnel and others. Once they have a hands-on experience of the system – better still – once these key personnel and others have actually used the system in a controlled environment and have achieved the results that they have set (Try Z), only then will the next step be understood and taken. Because, they will now become the promoters and champions of the purpose of what the company wishes to achieve because they have actually done it!

This is why QCDSM always begins the process of implementing its system into a company through what is called the Try Z Seminar.

Every person in the above group is key to the next step in the implementation process. Taken from the key departments in the company, they will be the implementers of the system in their areas.

However, they too, will need to be coached on the next step, namely, how does one take the learning of the seminar and transfer it into the daily life of a department in a company.



But how is the methodology introduced?

The Transfer

Every participant was taken through the Green Room meeting module and following on this, each department was individually coached on how to transfer the data they had collected onto the charts they had already posted in their Green Rooms. This was a most rewarding exercise as with each item, good discussions were entered into until the leaders understood why an item of data had to be posted on a certain chart.

The process for beginning the Green Rooms in Fuller had begun.

A final word: Gaining the confidence of the people of the company and encouraging them to participate is a challenging prospect. The reason why in every Try Z seminar these obstacles were overcome after a few hours was because once the people saw their results in a clear, visual and unambiguous manner on the charts the challenge to improve was ignited.

The Try Z experience, Fuller December 2014

CAUSES	Admin	Defects Received Matrix																																			
		DATES																																			
Process Not followed		1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	
"	"	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Missing/Incomplete Paperwork		2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Parts Unavailable/Shortage Issue		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
"	"	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	
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"	"	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	



Developing the Detailed Process Sheet

Again, the all-important MATRIX chart was truly the 'eye-opener' in the Try Z and for those attending these individual training and teaching sessions. It is perhaps the most important in the series of charts used in the Green Room meetings. It displays in graphic, visual format the actual issues which the department is experiencing and the number of times those issues are occurring daily and monthly for their customers. The clarity of the data assists with the problem resolution and the generation of Ideas and Suggestions.



The translation of Lean management and manufacturing into a company depends very heavily on helping all the people of the company to understand and 'experience' the principles. Combining the learning experience with a hands-on involvement results in many 'aha!' moments. Conducting the learning themselves enables them to test their theories, present their ideas and argue for them among their peers but more importantly to focus on the end goal the whole time. **This is what the Try Z Seminar does.**

The evasive unit

The Final Run



In all the over 500 of these seminars we have conducted all over the world, this methodology has been proven to be the most effective to demonstrate how the principles are transferred into a company by learning how to manage the efficiency and productivity of this little unit,

If it ain't broke, **FIX IT!**

If you always do what you've always done, you will always get what you've always got!

We do an exercise with stop watches to explain their function but also to help the group to understand how long a minute is and the work that can be done during that time. To stop the watch on **1:00.00 minute** is quite a feat. 7 persons over more than 500 Try Z Seminars had done this already. **Eduardo Salazar** from Fuller became the 8th.

Station 6 of the Try Z has become a bell-weather of excellent performance representing a well written DPS and utilizing a well designed jig. The Access Group holds the record.



1. Access, St 6
09.53 seconds
World Record 2013

3. Access, St 6 **08.41** Sept. 19th 2014 World Record – George Moony



2. Access, St 6 **09.41**
Sept. 10th 2014
David Chamberlain



The Standard required time for St 6 is 35 seconds!!

