

Hosin Kanri is a review mechanism of monthly for controlled and watched KPI. This gives us the clarity about what we had missed and what next have to be done for improvement. This Hoshin Kanri is used to share the status of KPI, S to customer.

CONTROLLED KPI MONITORING SHEET (Hitech)																							
KPI CATEGORY		Base Data 2011 (Q4)	Base Data reference 2012 (Q4)	Data reference	Jan'13	Feb'13	Mar'13	Q1	Apr'13	May'13	June'13	Q2	July'13	Aug'13	Sep'13	Q3	Oct'13	Nov'13	Dec'13	Q4			
Controlled KPI	PPM	4363	3556	PPM-Actual	3156	2921	2732	2936	2511	1986	1623	2040	1395	1285	1051	1243	429	306	181	305			
				PPM - Rolling							2488	2194	1922	1641	1641	1294	1014	775	775				
				PPM - Target	2500	2500	2500	2500	1500	1500	1500	1500	1000	1000	1000	1000	500	500	500	500			
				RYG Status	R	R	R	R	R	R	R	R	R	R	R	R	Y	R	G	G	G	G	
	Line stoppage LD	210 Min	165 Min	LD-Actual	75	45	50	57	40	30	28	33	28	25	15	23	30	0	5	12			
				HD-Actual	45	30	20	32	25	20	30	25	15	15	10	13	15	0	15	10			
				Aggregate-Actual	30	40	35	35	50	45	20	38	15	5	5	8	5	0	0	2			
				Total-Actual	150	115	105	124	115	95	78	96	58	45	30	45	50	0	20	23			
				Total-Target	140	140	140	140	105	105	105	105	63	63	63	63	32	32	32	32			
				RYG Status	R	G	G	G	R	G	G	G	R	G	G	G	R	G	G	G			
	DOL %	85 pasrts	108 parts	Total No of Parts Plan	113	118	123	123	128	133	138	138	143	148	153	153	158	163	168	168			
				No of DOL parts	110	113	115	115	121	124	126	126	135	142	148	148	155	162	165	165%			
				DOL % ACTUAL	61%	63%	64%	64%	67%	69%	70%	70%	75%	79%	82%	82%	86%	90%	92%	92%			
				DOL % TARGET	70%	70%	70%	70%	75%	75%	75%	75%	80%	80%	80%	80%	90%	90%	90%	90%			
				RYG Status	R	R	R	R	R	R	R	R	R	R	Y	Y	Y	Y	G	Y	Y		

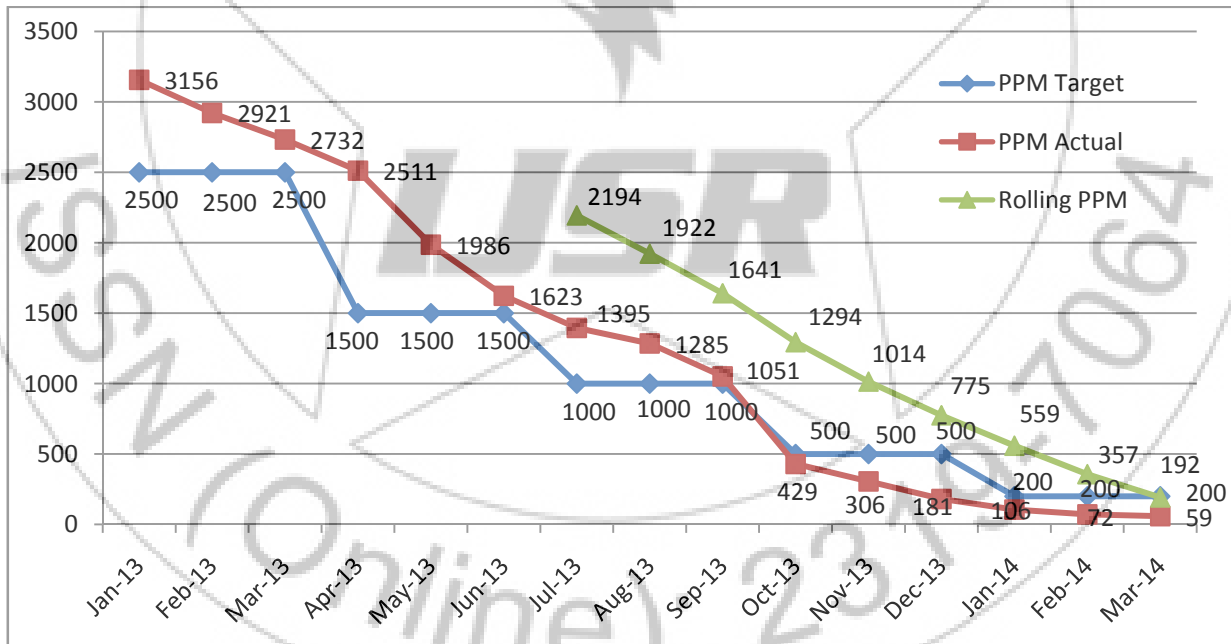
Status of Watched KPI. Table No-16

WATCHED KPI MONITORING SHEET (Hitech)																			
KPI CATEGORY		Frequency	Data reference	Jan'13	Feb'13	Mar'13	Q1	Apr'13	May'13	June'13	Q2	July'13	Aug'13	Sep'13	Q3	Oct'13	Nov'13	Dec'13	Q4
Watched KPI	Inhouse PPM		TARGET	2000	2000	2000	2000	1000	1000	1000	1000	500	500	500	500	200	200	200	200
			ACTUAL	3215	2896	2931	3014	2546	2647	2178	2457	2057	1896	1547	1833	1036	507	312	618
			RYG Status	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R
	Receipt PPM		TARGET	1000	1000	1000	1000	800	800	800	800	500	500	500	500	200	200	200	200
			ACTUAL	1748	1562	1687	1665	1249	1156	1065	1156	896	743	561	733	326	248	157	243
			RYG Status	R	R	R	R	R	R	R	R	R	R	Y	R	R	Y	G	Y
	PDI Effectivene ss		Total no of INVOICE made	148427	142876	139463	430766	141538	114297	87008	342843	14412	11219	14279	39910	14598	14780	12148	41526
			Total No of PDI made	142489	138590	121333	402412	127384	112297	97223	336904	14412	11219	14279	39910	14598	14780	12148	41526
			RYG Status	R	R	Y	Y	Y	Y	G	G	G	G	G	G	G	G	G	G
	No Of Kaizen		TARGET	5	5	5	15	5	5	5	15	5	5	5	15	5	5	5	15
			ACTUAL	6	8	4	16	8	7	8	23	5	7	9	21	6	7	3	16
			RYG Status	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	
	No Of Pokayoke		TARGET	1	1	1	3	1	1	1	3	1	1	1	3	1	1	1	3
			ACTUAL	2	2	2	6	2	2	2	6	2	2	2	6	2	2	2	6
			RYG Status	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	

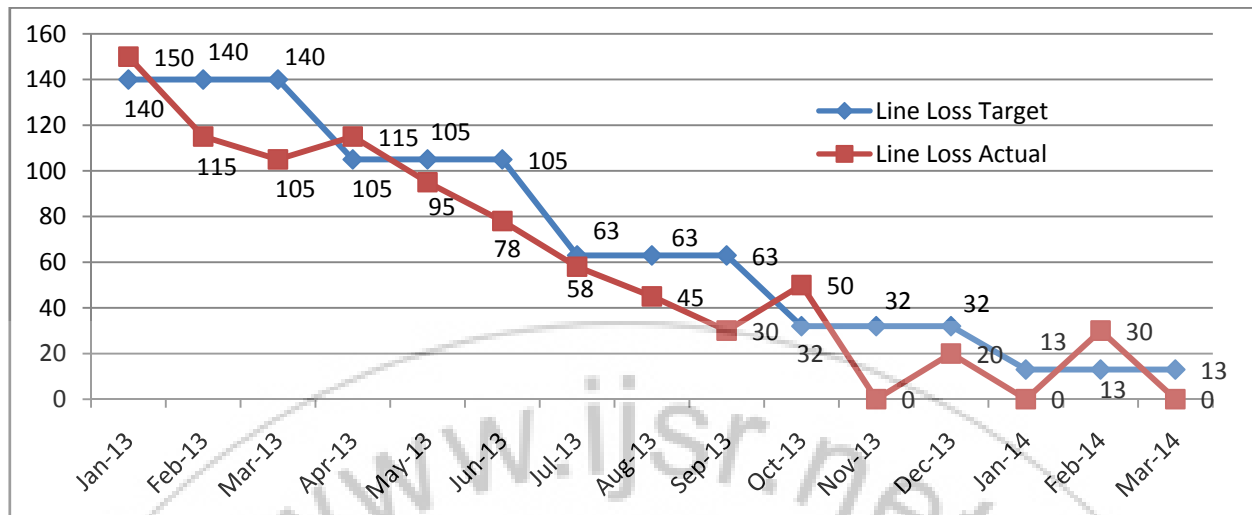
WATCHED KPI MONITORING SHEET (Hitech)																			
KPI CATEGORY	Frequency	Data reference	Jan'12	Feb'12	Mar'12	Q1	Apr'12	May'12	June'12	Q2	July'12	Aug'12	Sep'12	Q3	Oct'12	Nov'12	Dec'12	Q4	
Watched KPI	% of parts covered in layout inspection	lay out planned in No's	12	12	12	36	12	12	12	36	12	12	12	36	12	12	12	36	
		lay out Actual in No's	12	12	12	36	12	12	12	36	12	12	12	36	12	12	12	36	
		No of NC'S found	2	3	8	13	10	3	4	17	4	3	5	7	2	5	3	10	
		No of NC's closed	2	3	8	12	10	3	4	17	4	3	5	7	2	5	3	10	
		% OF ncCLOSED	100%	100%	100%	92%	100	100	100	100	100%	100%	100%	100%	100%	100%	100%	100%	
	RYG Status	G	G	G	Y	G	G	G	G	G	G	G	G	G	G	G	G	G	
	Detection improvement activity	Gauges planned	5	5	5	15	5	5	5	15	5	5	5	15	5	5	5	15	
		Gauges Made	7	6	4	17	8	7	5	20	4	9	5	18	6	8	7	21	
		RYG Status	G	G	R	G	G	G	G	G	R	G	G	G	G	G	G	G	
	Gauge calibration	TARGET	10	10	10	30	10	10	10	30	10	10	10	30	10	10	10	30	
		ACTUAL	12	11	15	38	10	13	12	35	14	10	9	33	12	8	13	33	
		RYG Status	G	G	G	G	G	G	G	G	G	G	R	G	G	R	G	G	
	Internal process Audit	TARGET	4	4	4	12	4	4	4	12	4	4	4	12	4	4	4	12	
		ACTUAL	4	4	4	12	4	4	4	12	4	4	4	12	4	4	4	12	
		No Of NC	1	0	1	2	0	2	0	0	2	2	1	5	2	1	3	6	
		No Of NC Closed	1	0	1	2	0	1	0	0	2	1	1	4	2	1	3	6	
		% of nc closur	100%	100%	100%	100%	100%	50%	100%	100%	100%	50%	100%	80%	100%	100%	100%	100%	
	RYG Status	G	G	G	G	G	R	G	G	G	R	G	Y	G	G	G	G		
	Tool Maintainace	TARGET	15	15	15	45	15	15	15	45	15	15	15	45	15	15	15	45	
		ACTUAL	16	18	15	49	14	18	16	48	16	17	13	46	15	18	17	50	
RYG Status		G	G	G	G	R	G	G	G	G	G	R	G	G	G	G	G		
15/2S implementation	TARGET					25%	50%	70%	70%	80%	85%	100%	100%	100%	100%	100%	100%		
	ACTUAL	System not in Place					25%	25%	50%	60%	75%	80%	85%	100%	100%	100%	100%		
	RYG Status					G	R	R	Y	Y	Y	Y	G	G	G	G	G		

Results for PPM trend from Jan-13 to Mar-14.

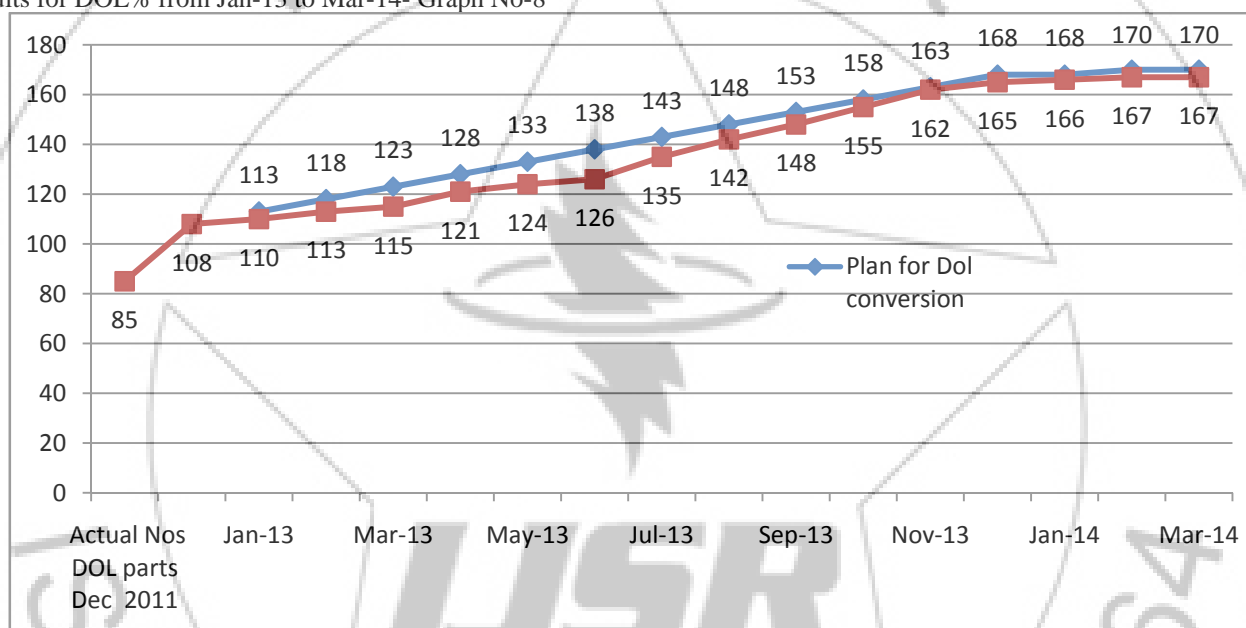
Control KPI'S Results in Graphical Forms up-to March-14



Results for line Stoppage Jan-13 to Mar-14. Graph No-7



Results for DOL% from Jan-13 to Mar-14- Graph No-8



4. Conclusion

- In my study I had taken the concept of four pillars MODEL of TQM.
- Satisfying Customer, Systemic Processes, Peoples and Improvement Tools
- We had started working to implement TQM at M/S Hi-Tech. Initially we had started visiting VECV i.e. customer to understand his requirements and needs, after understanding his requirements and needs we had studied the M/S Hi-tech process of working and working culture. We had gone through in detail about what they manufacture, how they manufacture and why they are not in line with the customer needs.
- When we had studied we had found the gap in understanding the customer requirements, competencies, facilities and working culture. We had gone through in detail about the gap analysis. We had decided to generate a systemic process with a good cultured environment that inline the customer requirements and need.
- We made a CFT (Cross functional team) which takes the ownership to implement the TQM and decided process. We had made the detailed process how to meet the customer requirements. We had analyzed the gap, did the detailed study, designed the formats and used the improvements tools to get the desired results. To improve the competencies we organized the class room and on job trainings.
- We had decided control KPI'S (Key Performance Indicators) as per customers needs watch KPI's to achieve those control KPI's. We set the targets for those control and Watch KPI'S and as a result we achieved the targets in last. We used the improvement tools for achieving those targets.
- Major tools uses are pareto analysis, Hoshin kanri, QRQC (Quick response quality control), PDCA (Plan Do Check Act) and many more tools.
- Successfully we had implemented the TQM at M/S Hi-tech and get the customer confidence, new parts business and reduced the cost of poor quality.
- We had observed a great change in working culture which is comfortable and system driven as we had vision at the start of project. Peoples are now very comfortable and enjoying their work with low work load. Earlier work load was there due to mismatch and hotch-potch working environment.

10. My warm regards to MD Mr. Jintendra Doshi and whole M/S Hi-tech team and VECV team for support and guide. Without the support of above all this project cannot be possible to implement. TOM implementation is real bench mark of team work.

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