

Kaizen event approach: a case study in the packaging industry

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## Abstract

### Purpose

The purpose of this paper is twofold: first, a case study on the application of lean production principles in a manufacturing facility is presented to demonstrate the impact of frequent and systematic use of a Kaizen event on quality and delivery performance. Second, the detailed description and analysis of the Kaizen event and its impact are provided, including a comprehensive analysis of the role of Kaizen events on employee participation and motivation.

### Design/methodology/approach

The study utilizes a Kaizen event's case study data with the help of various waste detection and elimination tools and techniques. Changes in overall productivity along with potential long-term improvements in the delivery process are also analyzed and documented.

### Findings

Pre- and post-quality measures are provided to demonstrate the results of the event on the production quality and on the performance of the overall manufacturing processes. Qualitative findings regarding performance measurements and the impact on the employees are reported.

### Research limitations/implications

The Kaizen team applied analytical techniques to one manufacturing site in North America of a company that has a manufacturing presence in 20 different countries.

### Originality/value

Kaizen studies involving packaging operations are quite limited. This study fills this gap by detailing the Kaizen event implementation in a packaging delivery and dispensing systems manufacturer for the cosmetic industry. The implementation of this Kaizen event is detailed along with the data and techniques utilized for process improvement. The study also reports findings regarding the impact of the Kaizen event on employee participation.

## Keywords

Lean  
production

Kaizen

Consumer-packaging industry

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