

◆ Episode 6 Time to start:

QC Story – Step 5 Review and implement countermeasures – Step 6 Check the effects



Why? ① : Why is it taking so much time to grant the subsidies

← Cause ① : Taking time on reviewing

Why? ② : Why is it taking time reviewing

← Cause ② : There are many accompanied documents and the details are inconsistent

Why? ③ : Why are there so many accompanied documents

← Cause ③ : There are too many points to check

Why? ④ : Why are there too many points to check?

← Cause ④ : To clear the strict export regulation

Why? ③ : Why are the details inconsistent

← Cause ③ : Treatment varies according to the industrial field (Such as manufactured goods and agricultural goods)

Why? ④ : Why are they treated differently?

← Cause ④ : Business scheme varies according to each field

Why? ⑤ : Why is it difficult to check if it clears the export regulation??

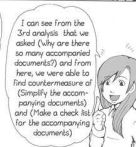
Why? ⑤ : Why does the business scheme vary according to each field?

This is how we pin down the reason and root cause and then reverse it to lead them as countermeasures



(Why?) we can think of the countermeasures of (Make a check list of the export regulation) and (Unify the planning details and content of the application form)

From the 5th





It would be hard to carry out all of them... If the questions we ask in the

analysis lead to a countermeasure, then we should analyze it further and the more causes we find, the more countermeasure we have



Why is that?

Regardless of carrying it out or not, it is good to have many countermeasures as an idea

As Cho-san said, it would be enormous to do so



There is no need to carry out all the countermeasures you thought of

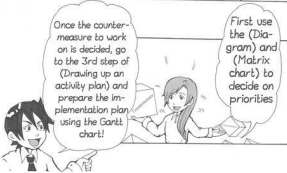


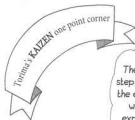
I see

Besides, to be able to think of many countermeasures itself shows high capability for kaizen in the organization

It's good to have as many options because sometimes the countermeasure you think is (better) may not be so when you actually carry it out







The next step (Check the effects) will be explained later on

(Review and implement countermeasures) is the 5th step of QC story



### 7 Steps in solving problems (QC story)

	Order	Basic steps	Implementing Issues	
P	1	Select Theme	Grasp the problems and decide on theme	Explained in previous episodes ↑
	2	Understand the current situation and set a target	Collect information and decide on its characteristic value Set the target and period	
	3	Draw up an activity plan	Decide on implementation issues, dates and distribution of roles	
	4	Analyze the cause	Analyze the cause and outline the countermeasures	
D	5	Review and implement countermeasure	Get ideas on the countermeasures, review the implement method Carry out the countermeasures	CURRENT EXPLANATION
C	6	Check the effects	Check the results and compare with the target value Observe the achievements (visible/invisible)	
A	7	Standardize Adopt the management	Standardize and adapt the management Reflect to the next plan	↓ Will be explained in the next episode



**Torino's KAIZEN one point corner (Continued)**

(Continued from previous page)

- ② Make the countermeasure implementing plan:  
Decide on the implementing schedule  
Decide on distribution of role
- Make the countermeasure implementing plan using a Gantt chart

Even some one is in charge, everyone cooperates to implement

Countermeasure Outline	Person in Charge	Schedule			



To VI

I have explained about Gantt chart in the appendix corner in episode 4

In the (Draw up an activity plan) the steps of the QC story were outlined but now, the countermeasure to be implement will be outlined

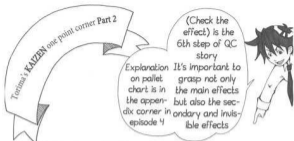


it's also important to collect a lot of data here



About checking the effects, in order to understand it in details,





7 Steps in solving problems (QC story) with its theory and usage (Check the effect)

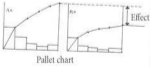
Steps I ~ V



IV Check the effects

- ① Compare the target and actual value (Know the main effects)
- ② Know the other secondary effects (QC DM)
  - ③ Know the invisible effect (The effect of this activity)

Q (Quality) :  
 C (Cost) :  
 D (Delivery) :  
 M (Morale) :



If there is no effect, return to (Analyze the cause)



If there is an effect, go to which will be explained in the next episode

If you see the effects, then move on to the last step which is (Standardize and adopt the management)



If you see no effects, then you should go back to step to (Analyze the cause)

I will leave (Check the effects) to Sub and Oryo-chan, ok



As we have already decided at step 3 (Draw up an activity plan)

Cho-san and Sho will lead us for the step (Planning and reviewing counter-measure)



Oryo-chan, are you really ok?



Huh? What's with these flowers?



Sparkle Sparkle

Yes!! It's finally my chance to show off!!

◆ To be continued