TAKLIMAT

GERAN PEMBIAYAAN PROGRAM TRANSFORMASI LEAN BAGI SYARIKAT PERUSAHAAN KECIL & SEDERHANA (PTL-PKS)

Oleh:

ROSMI BIN ABDULLAH
Quality & Excellence Development (QED)
Kandungan Pembentangan

Pengenalan MPC

Kaedah Perlaksanaan Program Lean

Faedah Perlaksanaan & Geran Pembiayaan

Impak Program
Introduction

Management Training & Advisory Services
Research & Best Practices
Competitiveness & High Impact Productivity

1966
1991
21st Feb 2008

Strategically Located

Head Quarters, Petaling Jaya
PJ8 Tower, Petaling Jaya
Johor Bharu
Kota Bharu
Kuala Terengganu
Kuantan
Kota Kinabalu
Kuching
Kepala Batas

National Productivity Centre
National Productivity Corporation

Malaysia Productivity Corporation

A Statutory Body Under Ministry of International Trade and Industry (MITI)
Core Values

Vision
The leading organisation in productivity enhancement for global competitiveness and innovation

Transformation

Continuous Learning
Professionalism
Integrity

Innovation

Customer Focus

Mission
To deliver high impact services towards achieving performance excellence through innovation for the betterment of life

Partnership
Respect for Employees
Programs to Enhance National, Sectoral and Enterprise Productivity

**Work Place Productivity**
- Talent Development
- Systems Development
- Process Innovation
- Recognition Programs

**Business Environment**
- Smart Regulation
- Knowledge Management
- Global Competitiveness

- Capacity development programs on productivity enhancement tools
- Consulting & advisory on improving organizational productivity
- Best practices sharing platforms for process innovation initiatives
- Certify & recognize outstanding individuals & excellent organisations

- Promote Good Regulatory Practice (GRP) to enhance quality of existing & new regulations
- Productivity statistics for organisational and national development
- Monitor Malaysia’s competitiveness and address areas for improvement

Certify & recognize outstanding individuals & excellent organisations

Best practices sharing platforms for process innovation initiatives

Certify & recognize outstanding individuals & excellent organisations
1.0 EIIP SYSTEM DEVELOPMENT PROGRAMME

LEARN HEALTH CHECK

PHASE 1: LEAN MINDSET

- Lean Mindset Change
- Lean Concept (Muda, Mura, Muri)
- Train on Trainer
- Lean Champion
- Lean Awareness Program
- Local & International Best Practices Exposure
- Lean Team Initiator (LTI)
- Hands-on Workshop
- Top Management Awareness

PHASE 2: CAPACITY & CAPABILITY BUILDING

- Process Mapping Tools & Techniques
  - VSM / Standardize Work / Swim Lane
- Lean Process Improvement
  - Kaizen
  - Gemba
  - PDCA / ADRI (Current & Future State)

PHASE 3: CONNECTIVITY

- Yokoten
- B.P Sharing
- Lean Summit
- Lean Creanova
- Lean COP / Associates
- Publicatons (Just Lean)
- Case Study

EXIT ASSESSMENT

Business Diagnostic (Lean Metric)

- Process Metric
  - Time
  - Cost
  - Quality
  - Output Metrics
  - Process

Organisational Metrics:

- Lean Deployment
- Morale Metrics

Policy Review

LEARN CULTURE DEVELOPMENT (LEAN THINKING)

Post Assessment

Recognition (Lean Champion & Lean Organisation)

Lean Creanova (Project Based Award / Sharing)

Asia Lean Summit

Award APIC TE

IETEX / ASQ Convention
PROGRAM TRANSFORMASI LEAN BANTU PKS TINGKAT PRODUKTIVITI

Oleh Mahanorn Abdul Aziz
mahanorn@bhs.com.my

Pembasihan pembiasaan beliau berkata, program LSS adalah strategi pengurusan perniagaan yang bertujuan meningkatkan pendapatan, mengurangkan kos dan meningkatkan kualiti produk menerusi pembasihan pembiasaan.

"Projek ini akan dilaksanakan dalam tempoh tiga tahun pertama, "katanya kepada BH ketika ditemui di Kuala Lumpur, baru-baru ini.

Mengenai kriteria yang diutamakan untuk mengadakan Progarm Transformasi Lean PKS, beliau berkata, perlu memastikan syarat PKS dengan keutamaan kepada syarikat yang terlibat dalam sektor makanan, pengilangan dan perkhidmatan teknologi maklumat dan komunikasi (ICT).

Katanya, dengan mengikutik program transformasi Lean PKS, peserta perlu mengikutiti program mengubah set

Have Lean Management System to boost efficiency, reduce waste

KUCHING: The public and private sectors should implement the Lean Management System to boost efficiency in the workplace and reduce waste.

Malaysia Productivity Corporation (MPC) director-general Datuk Mohd Razali Hussain said the system would enable employees to inculcate positive work values and the inspiration to be more creative and innovative, among others.

"By practising the Lean Management System, it can improve working methods and procedures which in turn can have positive impact on products and services in addition to accelerating the delivery process to meet customers' needs.

"Also, the organisation will be able to manage its daily operation with resources efficiently and at minimum cost," he said when officiating at the 'Lean Management' seminar for Sarawak and Sabah here yesterday.

Razali also pointed out that other benefits from implementing the system included reducing lead time in a particular activity; reducing the complexity of the process; eliminating unnecessary processes; generating creative and innovative ideas; improving morale; and improving transparency of process to internal and external customers.

"I am confident that this system is not only beneficial to companies which manufacture products but also to government agencies as it can ensure that customers will be able to benefit from an accurate, fast and friendly service.

"In fact, this is the essence of efficient delivery in the public services' mission which aims to simplify procedures for handling service management to meet customers' demands." He also hoped that the practice of the Lean Management System would serve as an inspiration to employees of an organisation to be more creative as work productivity was not only beneficial to the organisation but also to customers.

"Productivity and innovation are two factors which determine competitiveness and by achieving these two factors, it can eliminate waste in terms of time and thus, produce resources and services that meet customers' satisfaction." The seminar, themed "Penerangan Terhadap Pembiasaan 'War Against Waste'" , held at the MPC Board of Directors member Datuk Abdul Karim Tun Openg presenting 'Productivity Champions' certificates to 19 recipients from various sectors in recognition of their initiative in increasing productivity and quality in their respective organisations.

MPC Sarawak director Tengku Arni Tengku Majid and Sarawak General Hospital (SGH) director Dr Chin Zin Hing were also present.
Use lean management tool, SMEs told

Dr Jennifer Leong
rm@moore@finance.com

KUCHING: Small and Medium Enterprises (SMEs) in the state say they are encouraged to implement Value Stream Mapping lean (VSM) management in their companies to improve efficiency.

Deputy director-general of Malaysia Corporation (MPC) Ahmad Ahmad Padal said VSM management introduced by MPC was an effort to apply and accelerate continuous improvement in organisations and companies.

"By adopting value stream management, companies can help to improve their organisational system and promote positive working values among their workers," he said.

He explained when opening the VSM management course at a local hotel, MPC said that this tool would help companies to achieve higher productivity, quality and sales.

"With this tool, they can have positive impact on the products and services that they are providing, thus meet the need and demand of their customers," he explained.

The lean management tool is also useful in helping the companies to use their existing resources with more efficiency so that waste can be minimised.

"At the end of the day, we want to see these companies become as competitive as other multinational and international companies out there," he said.

The tool is used by many multinational and international companies including Toyota. We want to introduce it to local companies to help them improve their organisational system and promote positive working values among their workers."
Lean management helps manufacturers cut down waste.

By doing this they will be able to lean their work processes.

Lean management

The Malaysia Productivity Corporation (MPC) has been helping local companies to implement lean management by reducing waste, eliminating waste, and improving productivity.

Lean management is defined as a set of principles and methodologies focused on identifying and eliminating non-value-added activities. This is done through continuous improvement of products for the benefit of customers in pursuit of perfection. Ramesh said, “The basic philosophy of lean implementation is about eliminating waste and reducing time to deliver products in terms of cost, quality, and time. It is about changing how we do things and improving processes and systems.”

The implementation of lean management is based on the principle of providing more value to customers while eliminating unnecessary activities in the manufacturing sector. Lean management works by eliminating waste in order to improve the manufacturing process as a whole. The main idea of eliminating waste is to reduce indirect costs for the customer. Under the lean strategy, there are several different types of wastes – over-production, waste in process, transport, waiting, and defective products (See Table 1).

Ramesh said, “Manufacturers are in the stock of their existing work processes and supply chain management to identify waste and challenges that affect productivity, efficiency, and customer satisfaction.”

Table 1: Saver wastages of LEAN management

<table>
<thead>
<tr>
<th>No.</th>
<th>Type of waste</th>
<th>Description / Nature / Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Over production</td>
<td>Over excess of products produced</td>
</tr>
<tr>
<td>2</td>
<td>Waiting Period</td>
<td>Long hours between work stages</td>
</tr>
<tr>
<td>3</td>
<td>Transport</td>
<td>Loading and unloading of new materials for finished products and parts</td>
</tr>
<tr>
<td>4</td>
<td>Motion</td>
<td>Unnecessary movement of people</td>
</tr>
<tr>
<td>5</td>
<td>Over processing</td>
<td>Non-value added processes are included to meet customer requirement</td>
</tr>
<tr>
<td>6</td>
<td>Inventory</td>
<td>Large unwarranted quantities of products are stored in warehouses</td>
</tr>
<tr>
<td>7</td>
<td>Defects</td>
<td>Un-exempted goods</td>
</tr>
</tbody>
</table>

Open Gauge Said Razali is one of the beneficiaries from MPC’s Lean Management System Development Programmes. The company managed to increase overall cost, production, and wastages enormously. The improvement in productivity was reduced in lead time to 390 minutes from the initial 475 minutes, a 25% improvement. Other achievements include the waiting time, which was cut by 55%, and the number of scrap units by 8%.

Razali said that the implementation of lean management is about focusing on simple activities and on the improvement. Instead of doing away with unnecessary activities, functions or additional resources.

He added that while undertaking the project, the team at Open Gauge is improving its quality and capacity which must be maintained as a working culture for local manufacturers.

Industrial associations can play an important role in encouraging manufacturers to take up lean management practices. Razali said that there is a group of local industrial associations that are willing to collaborate with MPC and productivity champions recognized by the corporation.

These productivity champions are selected through an assessment process and a formal government structure carried out and implemented by MPC. The initiative is aimed at increasing the number of skilled productivity specialists in Malaysia. These productivity champions will help to facilitate efforts in boosting national productivity.

Regarding Malaysia’s labour productivity index, Razali said that it stood at RM 75,638 per worker in 2018, an increase of 3.3% from the year before. The average annual productivity growth from 2010 to 2013 was 2.9%.
5 Forces Analysis

- To discover the attractiveness /risk of the market
  - Method to analyze industry attractiveness

B. Treat of New Entrée, it is necessary to take into account
   The new entrants

D. Bargaining power of supplier

A. Competitor within industry, tough competition

C. Bargaining power of customer
   Customer have freedom of choice

E. Threat of substitute,
   Another product that meet customer need replacement
Lean is a philosophy

In the late 1990s, James Womack, Daniel T. Jones, and Daniel Roos wrote a book called

**The Machine That Changed the World:**
The Story of Lean Production – Toyota's Secret Weapon in the Global Car Wars That Is Now Revolutionizing World Industry

In this book, Womack introduced the Toyota Production System to American.

The birth of a phrase – "Lean Manufacturing"
“Lean enable the production and delivery of the right amount of high quality products and service (as defined by your customers) at the right time at the first time while minimizing waste and being open to change...”

Taicchi Ohno
Father of TPS, Kanban
Production Engineer Toyota
Lean refers to a collection of principles and methods that focus on the identification and elimination of non-value added activity (waste) in any process.

In a long term, implementation of this strategy will make the process become lean, stable and capable to produce quality product efficiently at the shortest time.
Lean Management Principles

1. Define customer value:
   Specify value from the standpoint of the customer.

2. Define the value stream:
   Steps required to produce and deliver each product.

3. Make it “flow”:
   Products flow smoothly and quickly to customer at the rate of customer needs them.

4. “Pull” from the customer back:
   Produce as required only in line with pull by customer’s demand.

5. Strive for excellence:
   Pursue perfection. Continuously improving the product, process and value stream to deliver exactly what and when the customer wants at a fair price and with minimum waste.

Lean Thinking (1996), James Womack and Daniel Jones
Eliminating Waste

Eliminate Non Value Added activities

Suppliers  Value Chain  Consumers

Reduce Lead Time

- Higher flexibility
- Less stocks
- Better service
- Reduced Complexity
- Less cost
- Improved Quality
Focus of Lean is..

SPEED

Need a Right...

Technique  Training  Diet  Mindset  Tools
Waste Categories

7 Categories of Waste

Motion

Over Produced

Inventory

Waiting

Over Processed

Transportation

Correction
Results from Implementation of Lean Management

- Service: On time delivery performance of more than 99%
- Throughput time: Reduction by 50-75%
- Inventory: Reduction by 30-70%
- First pass yield: Increase of 5-25%
- Capacity: Increase of 10 to 30% by optimizing bottlenecks
- Space: Reduction of 35-50%
- Product development time: Reduction of 35-50% in development time
# IMPAK PENCAPAIAN PROJEK (LEAN MATRIX)

<table>
<thead>
<tr>
<th>NO</th>
<th>VENDOR</th>
<th>TAJUK PROJEK</th>
<th>JENIS PROJEK</th>
<th>Penjimatan Masa</th>
<th>Penjimatan Kos</th>
<th>Penambahbaikan Proses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Mega Idea Engineering &amp; Services Sdn Bhd</td>
<td>1. Reduction on Production Lead Time</td>
<td>LEAN</td>
<td>↓ Lead Time sebanyak 30%</td>
<td>↓ Kos Operasi sebanyak RM350,000</td>
<td>Pengurangan sebanyak 40%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Inventory Improvement</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Nicetorch Sdn. Bhd</td>
<td>1. To reduce lead time for production</td>
<td>LEAN QE</td>
<td>↓ Lead Time sebanyak 10%</td>
<td>↓ Kos Operasi sebanyak RM50,000</td>
<td>Pengurangan sebanyak 20%</td>
</tr>
</tbody>
</table>
# IMPAK PENCAPAIAN PROJEK (LEAN MATRIX)

<table>
<thead>
<tr>
<th>NO</th>
<th>VENDOR</th>
<th>TAJUK PROJEK</th>
<th>JENIS PROJEK</th>
<th>Penjimatan Masa</th>
<th>Penjimatan Kos</th>
<th>Penambahbakan Proses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Amat Sinar Sdn Bhd</td>
<td>• Reduce lead time for production</td>
<td>LEAN</td>
<td>▼ Lead Time sebanyak 60%</td>
<td></td>
<td>Pengurangan sebanyak 60%</td>
</tr>
</tbody>
</table>
| 2. | Indkom Engineering Sdn Bhd  | 1. Lead Time Reduction for Bus Bar Process  
2. Lead Time Reduction for CSU Production | LEAN QE      | ▼ Lead Time sebanyak 40%         | ▼ Kos Operasi sebanyak RM300,000 | Pengurangan sebanyak 40% |
FMM-MPC Lean System Development Programme

- Launched on 19 November 2014
- Participation of 15 FMM member companies
- 100% HRDF claimable

<table>
<thead>
<tr>
<th>No</th>
<th>Scope</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Increase in Overall Equipment Efficiency Achievements</td>
<td>&gt; 20%</td>
</tr>
<tr>
<td>2.</td>
<td>Reduction in Work in Progress</td>
<td>&gt;60%</td>
</tr>
<tr>
<td>3.</td>
<td>Reduction in Downtime</td>
<td>20-50%</td>
</tr>
<tr>
<td>4.</td>
<td>Increase in Production Output</td>
<td>37%</td>
</tr>
<tr>
<td>5.</td>
<td>Reduction in Manpower</td>
<td>20-50%</td>
</tr>
</tbody>
</table>

"With the adoption of lean system in our factory, productivity has increased by 62%. This will immensely help meet future market challenges" - VSP

"We are very pleased to participate in this pilot project. Our output has increased by 30% just 3 months after the project was implemented. I strongly encourage companies to participate in this programme". - Elite
<table>
<thead>
<tr>
<th>Bil</th>
<th>Lean Metrics</th>
<th>Organisasi</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Penjimatan Kos (RM)</td>
<td>293,982.40</td>
</tr>
<tr>
<td></td>
<td></td>
<td>441,936</td>
</tr>
<tr>
<td></td>
<td></td>
<td>707,910</td>
</tr>
<tr>
<td></td>
<td></td>
<td>430,800</td>
</tr>
<tr>
<td></td>
<td></td>
<td>418,800</td>
</tr>
<tr>
<td></td>
<td></td>
<td>341,805</td>
</tr>
<tr>
<td></td>
<td></td>
<td>409,008</td>
</tr>
<tr>
<td>2.</td>
<td>Penjimatan Masa (Jam/thn)</td>
<td>18.7</td>
</tr>
<tr>
<td></td>
<td></td>
<td>119</td>
</tr>
<tr>
<td></td>
<td></td>
<td>74.4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5244</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>44</td>
</tr>
<tr>
<td>3.</td>
<td>Penjimatan Tenaga Kerja (RM)</td>
<td>54,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td>201,600</td>
</tr>
<tr>
<td></td>
<td></td>
<td>100,800</td>
</tr>
<tr>
<td>4.</td>
<td>Pengurangan Tenaga Kerja</td>
<td>3 org</td>
</tr>
<tr>
<td></td>
<td></td>
<td>14 org</td>
</tr>
<tr>
<td></td>
<td></td>
<td>7 org</td>
</tr>
<tr>
<td>5.</td>
<td>Penjimatan Mesin</td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>Peningkatan Output (RM/thn)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td>Reject Rate (RM)</td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td>Change Over Time (RM)</td>
<td>22 jam</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(RM264,000)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>135 jam</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(460,000)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>40 minit</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(RM320,000)</td>
</tr>
<tr>
<td>9.</td>
<td>Pengurangan Proses Kerja</td>
<td>5 proses</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2 proses</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3 proses</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3 proses</td>
</tr>
<tr>
<td>10.</td>
<td>Space Utilization (sq.ft)(RM)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11.</td>
<td>Penggunaan Mesin MTIB</td>
<td>√</td>
</tr>
<tr>
<td>12.</td>
<td>Productivity Growth (%)</td>
<td>25%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>28%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>34%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>32%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>28%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>25%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>21%</td>
</tr>
</tbody>
</table>
## IMPACT LEAN PROJECT

<table>
<thead>
<tr>
<th>Bil</th>
<th>Lean Metrics</th>
<th>Organisasi</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Songsang Plywood</td>
</tr>
<tr>
<td>2.</td>
<td>Penjimatan Masa (Jam/thn)</td>
<td>151.43</td>
</tr>
<tr>
<td>3.</td>
<td>Penjimatan Tenaga Kerja (RM)</td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>Pengurangan Tenaga Kerja</td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>Penjimatan Mesin</td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>Peningkatan Output (RM/thn)</td>
<td>75 unit/jam (RM132K)</td>
</tr>
<tr>
<td>7.</td>
<td>Reject Rate (RM)</td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td>Change Over Time (RM)</td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td>Pengurangan Proses Kerja</td>
<td>5 proses</td>
</tr>
<tr>
<td>10.</td>
<td>Space Utilization (sq.ft)(RM)</td>
<td></td>
</tr>
<tr>
<td>11.</td>
<td>Penggunaan Mesin MTIB</td>
<td></td>
</tr>
<tr>
<td>12.</td>
<td>Productivity Growth (%)</td>
<td>50%</td>
</tr>
</tbody>
</table>
3. Faedah Perlaksanaan & Geran Pembiayaian
## Perancangan Pelaksanaan Pembangunan Sistem EIIP Lean
(tertakluk kepada perubahan dan persetujuan syarikat 4-6 Bulan)

### Aktiviti Pelaksanaan

<table>
<thead>
<tr>
<th>Aktiviti</th>
<th>Tahun 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B1</td>
</tr>
<tr>
<td>Persetujuan Melantik Perunding</td>
<td></td>
</tr>
<tr>
<td>Penilaian Awal Program (Pre-Assessment) Sesi Taklimat Kepada Pengurusan dan GEMBA</td>
<td></td>
</tr>
<tr>
<td>Latihan 1: Kursus Pengurusan LEAN/VSM</td>
<td></td>
</tr>
<tr>
<td>Latihan 2: Kursus Lean <em>Tools &amp; Techniques</em></td>
<td></td>
</tr>
<tr>
<td>Lawatan 1: Perundingan Projek</td>
<td></td>
</tr>
<tr>
<td>Lawatan 2: Perundingan Projek</td>
<td></td>
</tr>
<tr>
<td>Lawatan 3: Perundingan Projek</td>
<td></td>
</tr>
<tr>
<td>Lawatan 4: Perundingan Projek</td>
<td></td>
</tr>
<tr>
<td>Lawatan 5: Perundingan Projek</td>
<td></td>
</tr>
<tr>
<td>Persembahan Akhir Projek dan Penilaian Selepas Program (Post Assesement)</td>
<td></td>
</tr>
</tbody>
</table>
Pengenalan Program

Faktor kejayaan sesebuah organisasi adalah mengamalkan budaya inovasi yang tinggi, melaksanakan penambahbaikan yang berterusan ke atas proses dan perkhidmatan

SME Corp dan MPC telah bekerjasama dalam melaksanakan Program Transformasi Lean bagi PKS.

Menggunakan pendekatan Lean bagi meningkatkan produktivit, inovasi dan kecekapan PKS menumpukan kepada penghapusan pembaziran, menambahbaik prosedur dan pengurusan sumber yang cekap

Impak positif - penjimatan kos dan mempercepatkan proses penyampaian yang memenuhi kehendak pelanggan.
Semua PKS kecuali dari perkhidmatan kewangan dan syarikat kaitan automotif

PKS berdaftar dengan SME Corp Malaysia dan mempunyai SCORE

PKS tambahan boleh dicalonkan oleh MPC untuk cukupkan peserta

PKS melaksanakan Sistem Pengurusan Lean

PKS menambahbaik kecekapan operasi dengan menghapusan pembaziran

PKS mengurangkan kos, meningkatkan kepuasan pelanggan, produktiviti dan keuntungan
Jumlah Peruntukan Keseluruhan Geran

- TAHAP 1 (8 JUTA)
- TAHAP 2 (2 JUTA)

Total: 10 JUTA
**Tempoh Keseluruhan Pelaksanaan**

Nilai Geran RM10 JUTA

### RM 8 JUTA

#### 250 PKS

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>70</td>
<td>60</td>
<td>60</td>
<td>60</td>
</tr>
</tbody>
</table>

### RM 2 JUTA

#### 30 PKS

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>10</td>
<td>10</td>
<td>10</td>
</tr>
</tbody>
</table>
## Kandungan Program Tahap 1 (Tempoh 4-6 Bulan)

<table>
<thead>
<tr>
<th>BIL</th>
<th>PERKARA</th>
<th>BULAN</th>
<th>JUMLAH HARI</th>
<th>CATATAN</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>PRE LEAN TRANSFORMATION</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>LEAN HEALTH CHECK (Penilaian Awal) &amp; TAKLIMAT PENGURUSAN ATASAN/SCORE/Productivity Gain Management. Melaksanakan aktiviti GEMBA di syarikat</td>
<td>✔</td>
<td>1</td>
<td>Menilai status kefahaman dan Pelaksanaan Lean (sebelum) dan taklimat kesedaran Pengurusan Lean kepada Pengurusan. Audit keadaan semasa ke atas produk &amp; perkhidmatan yang ada dan kenalpasti produk/proses untuk ditambahbaik</td>
</tr>
<tr>
<td>2</td>
<td>KEM PEMBUDAYAAN</td>
<td>✔</td>
<td>2</td>
<td>Menerapkan budaya kreativiti &amp; inovasi</td>
</tr>
<tr>
<td></td>
<td><strong>PROGRAM INTERVENSI</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>BENGKEL VALUE STREAM MAPPING (VSM)</td>
<td>✔</td>
<td>2</td>
<td>Memberi kefahaman untuk menghasilkan keseluruhan proses dan operasi syarikat</td>
</tr>
<tr>
<td>4</td>
<td>BENGKEL ALATAN LEAN DAN TEKNIK</td>
<td>✔</td>
<td>2</td>
<td>Penerangan tentang alat-alat Lean serta kaedah yang digunakan semasa projek penambahbaikan</td>
</tr>
<tr>
<td>5</td>
<td>LAWATAN PERUNDINGAN 1</td>
<td>✔</td>
<td>1</td>
<td>Lawatan bimbingan bagi projek penambahbaikan</td>
</tr>
<tr>
<td>6</td>
<td>LAWATAN PERUNDINGAN 2</td>
<td>✔</td>
<td>1</td>
<td>Lawatan bimbingan bagi projek penambahbaikan</td>
</tr>
<tr>
<td>7</td>
<td>LAWATAN PERUNDINGAN 3</td>
<td>✔</td>
<td>1</td>
<td>Lawatan bimbingan bagi projek penambahbaikan</td>
</tr>
<tr>
<td>8</td>
<td>LAWATAN PERUNDINGAN 4</td>
<td>✔</td>
<td>1</td>
<td>Lawatan bimbingan bagi projek penambahbaikan</td>
</tr>
<tr>
<td>9</td>
<td>LAWATAN PERUNDINGAN 5</td>
<td>✔</td>
<td>1</td>
<td>Lawatan bimbingan bagi projek penambahbaikan</td>
</tr>
<tr>
<td></td>
<td><strong>POST LEAN TRANSFORMATION</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Sesi Pembebrahan Akhir Projek. LEAN HEALTH CHECK (Penilaian Akhir) Penambahbaikan Slide Presentation dan rumusan akhir Laporan Projek.</td>
<td>✔</td>
<td>1</td>
<td>Menilai status kefahaman dan Pelaksanaan Lean (selesai) dan taklimat kesedaran Pengurusan Lean kepada Pengurusan</td>
</tr>
<tr>
<td>11</td>
<td>LAPORAN IMPAK</td>
<td></td>
<td></td>
<td>Disediakan selepas pembentangan projek penambahbaikan</td>
</tr>
<tr>
<td>12</td>
<td>LEAN RECOGNITION/Productivity Champion</td>
<td></td>
<td></td>
<td>Audit dijalankan selepas projek selesai</td>
</tr>
<tr>
<td></td>
<td><strong>JUMLAH</strong></td>
<td></td>
<td>13 HARI</td>
<td>4 LATIHAN, 5 LAWATAN, 2 PRE&amp;POST, 2 KEM</td>
</tr>
</tbody>
</table>
Kandungan Program Tahap 2 (Tempoh 1 Tahun)

1. Program Intervensi Lanjutan (RM 37,000/PKS)
2. Misi Pembeajaran Luar Negara (RM 25,000/PKS)
3. Aktiviti pembelajaran berterusan (Latihan kepada pekerja) (RM 5,000/PKS)

30 PKS
Pemilihan PKS dan Kos

**SEMUA PKS**
Semua 69 PKS
Kecuali- Sektor Automotif &
Kewangan
Pekerja- >15

**PROSES PEMILIHAN**
Oleh Jawatankuasa
PKS Yang Layak
Penuhi Syarat

**LAWATAN & PENILAIAN**
Taklimat kepada pihak
pengurusan

**YURAN KOMITMEN**
HANYA RM5,000

**KEPUTUSAN**
Surat Penyertaan
dan Proposal
Rumusan Geran Pembiayaan

**TAHAP 1**
- **RM 8 JUTA**
- **250 PKS**

**TAHAP 2**
- **RM 2 JUTA**
- **30 PKS**

**RM 5 RIBU**
- **BAYARAN KOMITMEN**
4. Impak Program
**PROMOSI**

**SYARIKAT/PRODUK**

**MASA**
- ‘Lead Time’ = masa perkhidmatan diterima oleh pelanggan.
- Masa proses sesuatu aktiviti
- % Masa aktiviti nilai tambah
- % Masa aktiviti yang bukan nilai tambah

**KOS**
- Penjimatan kos
- Penjimatan kos pekerja
- Kos per pengeluaran/ perkhidmatan

**PROSES**
- Bilangan langkah dalam sesuatu proses
- Added-value ‘step’
- Keputusan
- Mengurangkan kadar kelewatan

**KUALITI PERKHIDMATAN**
- Meningkatkan kadar Kepuasan Pelanggan
- Kurangkan ‘rework’
- Meningkatkan ketepatan masa penyampaian perkhidmatan

**OUTPUT**
- Pengeluran
  - ‘backlog’
  - Kerja dalam proses
  - stok/inventori

**PROMOSI**
IMPAAK PELAKSANAAN

41% ke atas-32 PKS (46%)
31%-40% - 17 PKS (25%)
21%-30% - 10 PKS (14%)
11%-20% - 4 PKS (6%)
Bawah 10% - 6 PKS (9%)

55 (2%) Orang
Jumlah Pekerja 2768

207 (20%) Proses Dihapuskan
Jumlah Proses 1012

RM2.83 JUTA
(6 PKS)

RM9.7 JUTA

Jumlah Proses 1012

207 (20%) Proses Dihapuskan
Jumlah Proses 1012
Kejayaan Projek

1. Komitmen dari pihak pengurusan
2. Perubahan budaya kerja yang positif
3. Kemahiran pengurusan projek
4. Komunikasi yang efektif
5. Pasukan pelaksana yang bagus
6. Latihan Lean & pembelajaran
7. Penilaian prestasi projek Lean
Cabaran Pelaksanaan

A. SUKAR TUKAR ‘MINDSET’ & BUDAYA

B. KEPENTINGAN MELAKSANAKAN PENAMBAH BAIKAN

C. SOKONGAN PIHAK PENGURUSAN

D. KOMITMEN PIHAK PEKERJA

E. KEKANGAN MASA

F. PROSES PEMANTAUN
Malaysia Productivity Corporation (MPC)
Lorong Produktiviti, Jalan Sultan 46200 Petaling Jaya Selangor.

Tel: 603 – 7955 7266
Fax: 603 - 7955 1824

Email: rosmi@mpc.gov.my

012-6373306
Malaysia Productivity Corporation (MPC)
Lorong Produktiviti ,
46200 Petaling Jaya,
Selangor, Malaysia
Tel : 03-79557266
Fax : 03-79578068
Email : marketing@mpc.gov.my