



# Good Practice Guide



Factory Improvement Programme

## VISUAL FACTORY IMPROVEMENT

Visual Factory Improvement is a simple way to measure in a visual way the “before”, “during” and “after” situation of the work implemented in factories to improve the organisation.

This approach is inspired from the concept of 5S (see FIP Good Practice Guide: *What is 5S?*) and is based on the daily operations taking place in the workplace. Each of the 5S categories help factories make visible improvements in their housekeeping and organising their present resources in a manner so as to enhance their comfort and productivity.

### PROSPECTIVE USERS:

Any factory that wishes to illustrate and measure the tangible results of the efforts it has made to improve factory operations and encourage workers to implement new improvement measures.

### PROBLEM ADDRESSED

Visual factory improvement helps to measure progress of tangible results. “Before” and “after” photographs can also help to address motivation problems.

### PROCESS

Typically the process involves recording the “before”, “during” and “after” states of work by taking photographs of areas for improvement.

### Steps in implementation

The following steps indicate briefly what is involved in adopting a visual factory improvement approach:

- Take photographs of areas for improvement at the different stages of implementation of the improvement action plan, i.e.
  - “Before”: Try to capture the main aspects of what you want to improve (e.g. messy work spaces, disorganised storage, inadequate canteen or lavatory facilities etc.).
  - “During”: Take photographs periodically at different stages of the work in progress (e.g. clean-up operations, repair work etc.).
  - “After”: Photograph the end result.
- Take several photos at each stage so that you can choose from a series.
- Keep photographs, labelled and dated in a file, along with a brief description of the improvement action plan and work undertaken.
- In addition, display the photographs in a strategic place that is accessible to all workers and managers, such as public notice boards or the canteen area.

## RESOURCES REQUIRED

Visual factory improvement is an approach that requires very little resources to show tangible results of your efforts. These would include a high performance photo camera that is easy enough to use by a non-professional photographer, folders and labels.

## POSITIVE IMPACT

The benefits of adopting a visual factory improvement approach include the following:

- “Before” pictures motivate the team in charge of that area to improve the area resulting in a positive “after” picture.
- “After” pictures depict the improved state and provide motivation to others in the factory to improve further.

## CHALLENGES AND PITFALLS

One of the pre-conditions before using this method of visual factory improvement is gaining the faith and trust of the factory management and the workers. This helps in their understanding that the photographs of the facility will only be used for making improvements in the factory.

It is also important to take high quality photographs that illustrate clearly the improvements that have taken place. If photographs do not enable the viewer to see clear improvements, the effect can be to discourage future improvement efforts.

## INDICATORS FOR MONITORING

Every action plan aimed at improvements in the factory is recorded in highly illustrative photographic images.

### Examples of clean-up efforts of storage areas and workspace:



### Further Information Available:

FIP References:

Module 1 - Workplace Co-operation

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