

How Fujitsu is harnessing data to drive manufacturing process improvement with Signavio

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SAPinsider
Las Vegas

2023

SAPinsider

What We'll Cover

- Introduction to SAP Signavio for Manufacturing
- Introduction to KAIZEN
- How SAP Signavio complements data-driven KAIZEN
- Fujitsu's approach to data-driven KAIZEN for manufacturers
- Key Learnings
- Fujitsu's Sustainable Manufacturing Loop
- Other SAP Signavio Initiatives by Fujitsu
- Q&A Session










Chapter 1

The KAIZEN Philosophy

KAIZEN: Introduction

	Kaizen principles	What it means
	Know your customer	Create customer value
	Go to Gemba	Follow the action
	Let it flow	Eliminate waste: Muda Mura Muri
	Be transparent	Speak with real data
	Empower people	Organize your team

The message of KAIZEN strategy is that not a day should go by without some kind of improvement being made somewhere in the company

- Masaki Imai, Founder, KAIZEN Institute

KAIZEN Principles and Challenges

KAIZEN Principles

Muri

Overburden



Mura

Variability



Muda

Overproduction



Waiting



Transportation



Processing



Inventory



Motion



Defects



Challenges



Time and skill intensive process



Lack of holistic data view for decision making



Mis-prioritization of goals



Chapter 2

What's happening in Yamanashi?



Fujitsu I-Network Systems Limited

An aerial photograph of a large industrial and office complex. The facility features several large buildings with blue and green roofs, a central white building, and a vast parking lot filled with cars. The complex is surrounded by greenery and a road.

Established: 1948

Location: Southern Japanese Alps, Yamanashi Japan

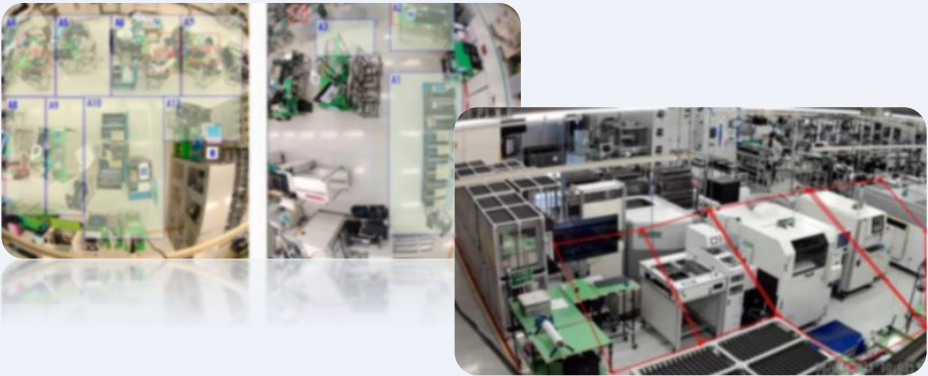
Current Employees: 328

What do they manufacture?





DX Journey at Yamanashi



2015
➤ **Visualization**
of on-site data
based on
production
innovation

2016
➤ SMT line –
Prevent failure
from machine
logs

2017
➤ **IoT**
activities
rollout
• Inspection
workload
balancing

2018
➤ Assemble test
(Manual)
processes
**Anomaly
visualization**

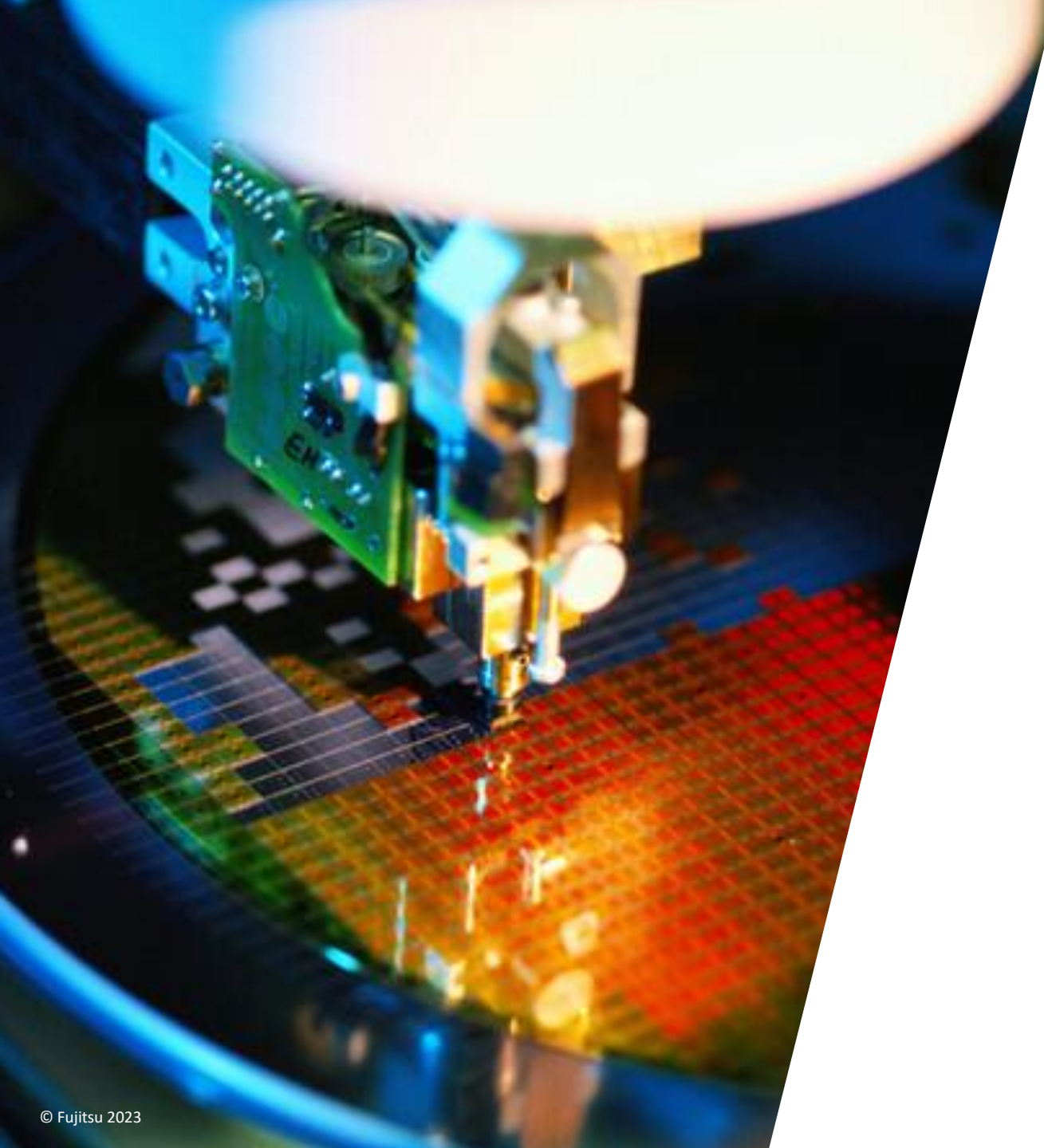
2019
- **AI based
human** capture.

2020
➤ **DX factory** –
Operation data

2021
• Respond to
Supply chain
issues.
• **OT security**

2022
➤ Utilizing
Materials
and Human
actions

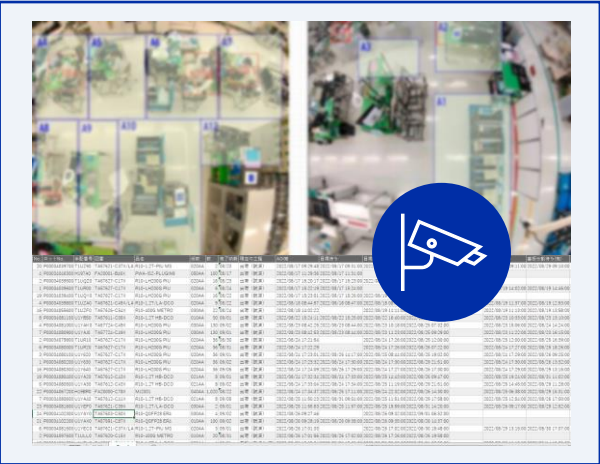
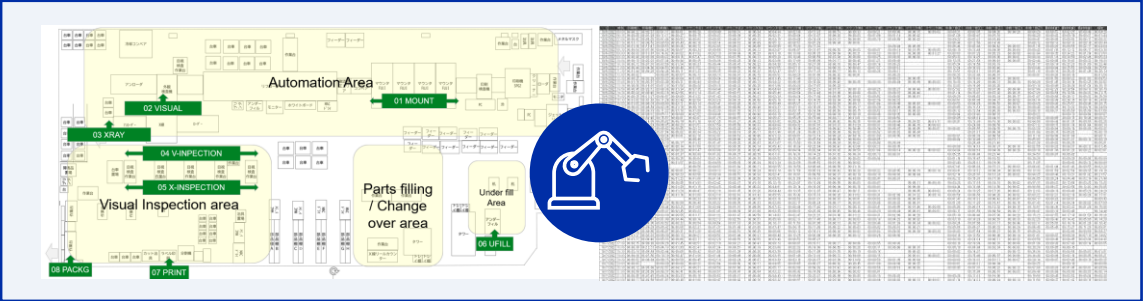




Chapter 3

The Data Mines

Disconnected silos of data sets



“We call them our data puddles!”

	DATE	TIME	PRINTER 1	PRINTER 1	PRINTER 1	PRINTER 1	MTN 1	MTN 2	MTN 3	MTN 4	MTN 5	MTS 1	MTS 2	MTS 3	MTS 4	MTS 5	MTS 6	MTS 7	MTS 8	TEST-REP1	TEST-REP2	TEST-REP3	TEST-REP4	TEST-REP5	FIN-IN 1
2	2022/10/6	06:00	00:00:22	00:02:37	00:01:11	00:00:01	00:00:28	00:00:49	00:00:31	00:00:34	00:04:34	00:02:38	00:11:23	00:00:51	00:00:33	00:00:21	00:00:08	00:00:15	00:00:03	00:04:21	00:03:35	00:04:26	00:00:20	00:04:20	00:00:57
3	2022/10/6	06:30	00:00:08	00:01:29	00:11:11	00:00:27	00:00:15	00:00:23	00:00:39	00:00:25	00:02:31	00:00:04	00:13:07	00:00:03	00:00:03	00:01:06	00:01:14	00:00:02	00:00:02	00:01:26	00:00:47	00:07:16	00:00:20	00:00:20	00:00:02
4	2022/10/6	07:00	00:00:43	00:08:25	00:01:48	00:00:53	00:00:02	00:00:02	00:00:01	00:00:12	00:03:15	00:00:06	00:19:38	00:00:13	00:00:08	00:00:18	00:00:08	00:00:02	00:00:02	00:04:22	00:03:21	00:10:49	00:00:41	00:00:05	00:00:05
5	2022/10/6	07:30	00:01:17	00:09:53	00:00:59	00:00:40	00:00:16	00:00:14	00:00:18	00:00:09	00:05:12	00:08:57	00:07:29	00:00:04	00:00:01					00:06:48	00:12:50	00:14:03		00:00:12	00:00:13
6	2022/10/6	08:00	00:01:36	00:15:47	00:00:53	00:00:36	00:00:12	00:02:03	00:00:21	00:00:09	00:00:59	00:15:22	00:17:32				00:00:04	00:00:09		00:06:44	00:02:48	00:06:42	00:00:03	00:01:16	00:00:20
7	2022/10/6	08:30	00:00:04	00:07:50	00:04:28	00:00:07	00:00:34	00:00:58	00:00:23	00:00:12	00:02:07	00:06:57	00:13:57	00:00:53	00:00:03	00:00:07	00:00:14	00:01:55	00:00:05	00:06:10	00:13:48	00:04:08	00:00:04	00:00:43	00:01:30
8	2022/10/6	09:00	00:00:03	00:10:07	00:14:02	00:00:02	00:01:52	00:02:10	00:00:38	00:00:23	00:01:19	00:13:00	00:05:25	00:00:09	00:00:21	00:00:23	00:00:12	00:00:09	00:01:27	00:00:53	00:01:28	00:03:23	00:00:50	00:02:04	00:00:35
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10	2022/10/6	10:00	00:00:18	00:03:33	00:07:34	00:00:44	00:00:25	00:00:36	00:00:29	00:00:12	00:02:06	00:17:00	00:05:08	00:01:17	00:00:48	00:01:21	00:00:43			00:13:35	00:21:58	00:06:43	00:00:05	00:02:44	00:00:06
11	2022/10/6	10:30	00:00:12	00:07:16	00:03:58	00:01:34	00:00:37	00:00:44	00:00:47	00:00:22	00:04:38	00:05:17	00:21:50	00:00:10	00:00:47	00:00:16	00:00:23			00:05:24	00:16:59	00:03:18	00:01:17	00:00:19	00:00:19
12	2022/10/6	11:00	00:00:44	00:04:08	00:04:53	00:00:48	00:01:52	00:02:12	00:00:53	00:00:10	00:03:55	00:07:13	00:13:42	00:00:18	00:00:03	00:01:37	00:00:13			00:12:24	00:16:33	00:03:40		00:03:44	00:00:04
13	2022/10/6	11:30	00:01:44	00:06:28	00:04:46	00:00:11	00:01:23	00:00:35	00:00:22	00:00:22	00:02:47	00:07:13	00:17:33	00:00:17	00:00:13	00:00:26	00:00:11			00:13:51	00:22:11	00:07:46		00:01:10	00:00:18
14	2022/10/6	12:00	00:00:02		00:00:05	00:00:57	00:00:12	00:00:13	00:00:10	00:00:15	00:00:51	00:04:25	00:01:56	00:00:02	00:00:01		00:00:32			00:00:32	00:22:49	00:00:01		00:00:01	00:00:03
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16	2022/10/6	13:00	00:01:16	00:03:51	00:02:49	00:00:21	00:00:44	00:00:41	00:00:25	00:00:12	00:04:22	00:06:35	00:16:02	00:00:40	00:00:25	00:00:30	00:00:04	00:00:09	00:00:03	00:10:30	00:14:26	00:00:12	00:00:14	00:00:20	00:01:45
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21	2022/10/6	15:30	00:01:02	00:01:02	00:11:26	00:02:49	00:02:58	00:03:20	00:00:33	00:00:58	00:05:16	00:01:14	00:14:35	00:02:04	00:00:06	00:02:36	00:00:23			00:00:51	00:05:08	00:04:37	00:00:02	00:04:14	00:00:09
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23	2022/10/6	16:30	00:00:03	00:06:54	00:02:36	00:01:18	00:00:19	00:00:46	00:00:50	00:00:48	00:03:37	00:07:13	00:19:35	00:00:15	00:00:17	00:00:39	00:00:06	00:00:24		00:00:05	00:11:18	00:00:22	00:00:18	00:00:40	00:00:39
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32	2022/10/6	21:00	00:00:13	00:08:19	00:02:39		00:00:46	00:00:26	00:00:06	00:00:14	00:02:35	00:21:33	00:07:54	00:00:08	00:00:04	00:00:05			00:00:04	00:10:49	00:15:17		00:05:03	00:00:30	
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Fujitsu's Framework to data-driven KAIZEN



Initial Assessment



KAIZEN Goals



Quality: Improve Quality



Delivery: Reduce lead times



Cost: Reduce the overall cost of delivery

Lean Manufacturing inspired line of analysis



Line Supervisor

Overburden



Is workload spread evenly across operators?

Variability



How can I improve worker productivity? Do some operators perform better than others? How does productivity change with time?

Variability



What is the current state of process standardization? Are all products following the right sequence?

Motion



Is there unnecessary stock movement leading to increased TAT?

Waiting



How much time spent by WIP waiting to be processed ?

How do I identify bottlenecks? Is my capacity hindering lead times?



Factory Manager

Inventory



Can I save money by reducing WIP?

Processing



Is higher calibration of Automated inspection impacting total TAT? Is it leading to unnecessary Loops?



Quality Controller

Correction



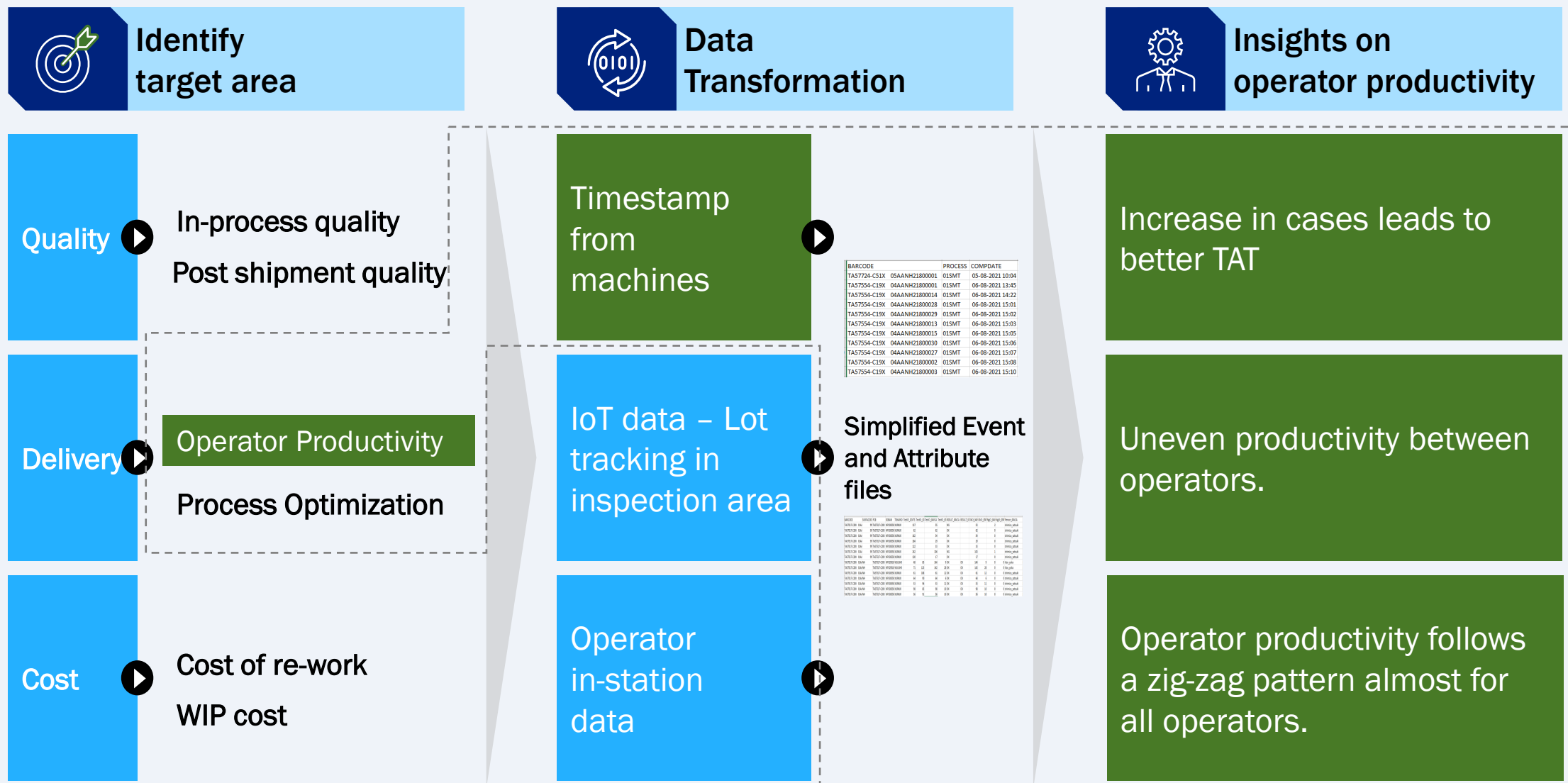
Can better process compliance lead to better quality? Are some products more prone to defects than others?

MURI

MURA

MUDA

PoC Approach

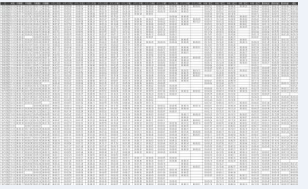


Chapter 5

Face to Face



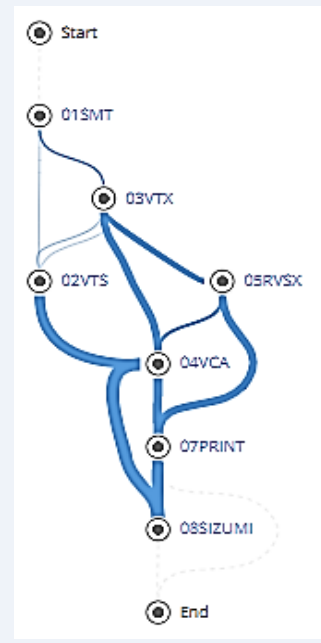
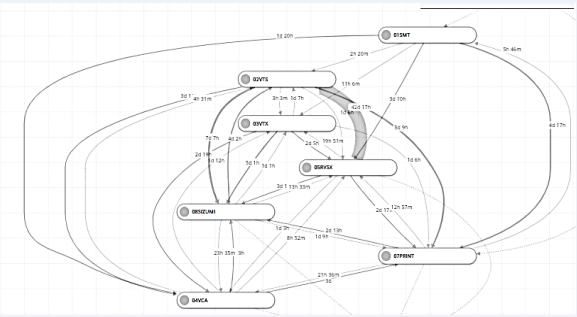
Generate Actionable Insights



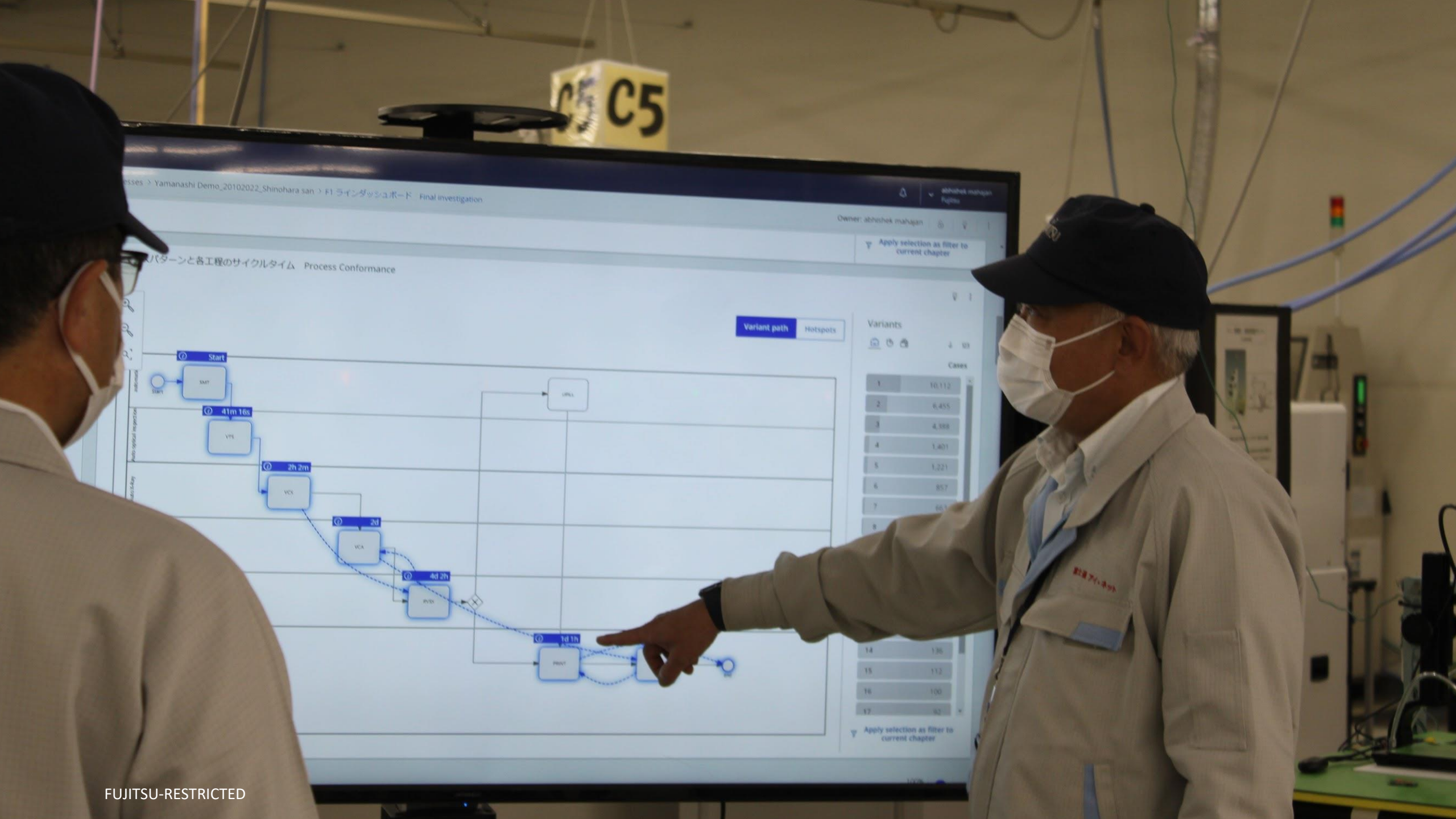
Barcode	Surfaced PCB	Serial	Time	Event	Result	Device	Device ID	Device Name	Device Type	Device Status	Device Location	Device Category	Device Subcategory	Device Model	Device Version	Device Manufacturer	Device Part Number	Device Description	Device Notes
TA57724-C51X	05AANH21800001	01SMT	05-08-2021 10:04	Start	OK	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT
TA57554-C19X	04AANH21800001	01SMT	06-08-2021 13:45	Start	OK	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT
TA57554-C19X	04AANH21800014	01SMT	06-08-2021 14:22	Start	OK	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT
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TA57554-C19X	04AANH21800029	01SMT	06-08-2021 15:02	Start	OK	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT
TA57554-C19X	04AANH21800013	01SMT	06-08-2021 15:03	Start	OK	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT
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TA57554-C19X	04AANH21800030	01SMT	06-08-2021 15:06	Start	OK	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT
TA57554-C19X	04AANH21800027	01SMT	06-08-2021 15:07	Start	OK	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT
TA57554-C19X	04AANH21800002	01SMT	06-08-2021 15:08	Start	OK	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT
TA57554-C19X	04AANH21800003	01SMT	06-08-2021 15:10	Start	OK	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT

Simplified Event and Attribute files

Barcode	Surfaced PCB	Serial	Time	Event	Result	Device	Device ID	Device Name	Device Type	Device Status	Device Location	Device Category	Device Subcategory	Device Model	Device Version	Device Manufacturer	Device Part Number	Device Description	Device Notes
TA57724-C51X	05AANH21800001	01SMT	05-08-2021 10:04	Start	OK	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT
TA57554-C19X	04AANH21800001	01SMT	06-08-2021 13:45	Start	OK	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT
TA57554-C19X	04AANH21800014	01SMT	06-08-2021 14:22	Start	OK	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT
TA57554-C19X	04AANH21800028	01SMT	06-08-2021 15:01	Start	OK	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT
TA57554-C19X	04AANH21800029	01SMT	06-08-2021 15:02	Start	OK	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT
TA57554-C19X	04AANH21800013	01SMT	06-08-2021 15:03	Start	OK	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT
TA57554-C19X	04AANH21800015	01SMT	06-08-2021 15:05	Start	OK	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT
TA57554-C19X	04AANH21800030	01SMT	06-08-2021 15:06	Start	OK	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT
TA57554-C19X	04AANH21800027	01SMT	06-08-2021 15:07	Start	OK	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT
TA57554-C19X	04AANH21800002	01SMT	06-08-2021 15:08	Start	OK	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT
TA57554-C19X	04AANH21800003	01SMT	06-08-2021 15:10	Start	OK	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT	01SMT







Yamanashi Demo_20102022_Shinohara san -> F1ラインダッシュボード - Final investigation

Owner: abhishek mahajan

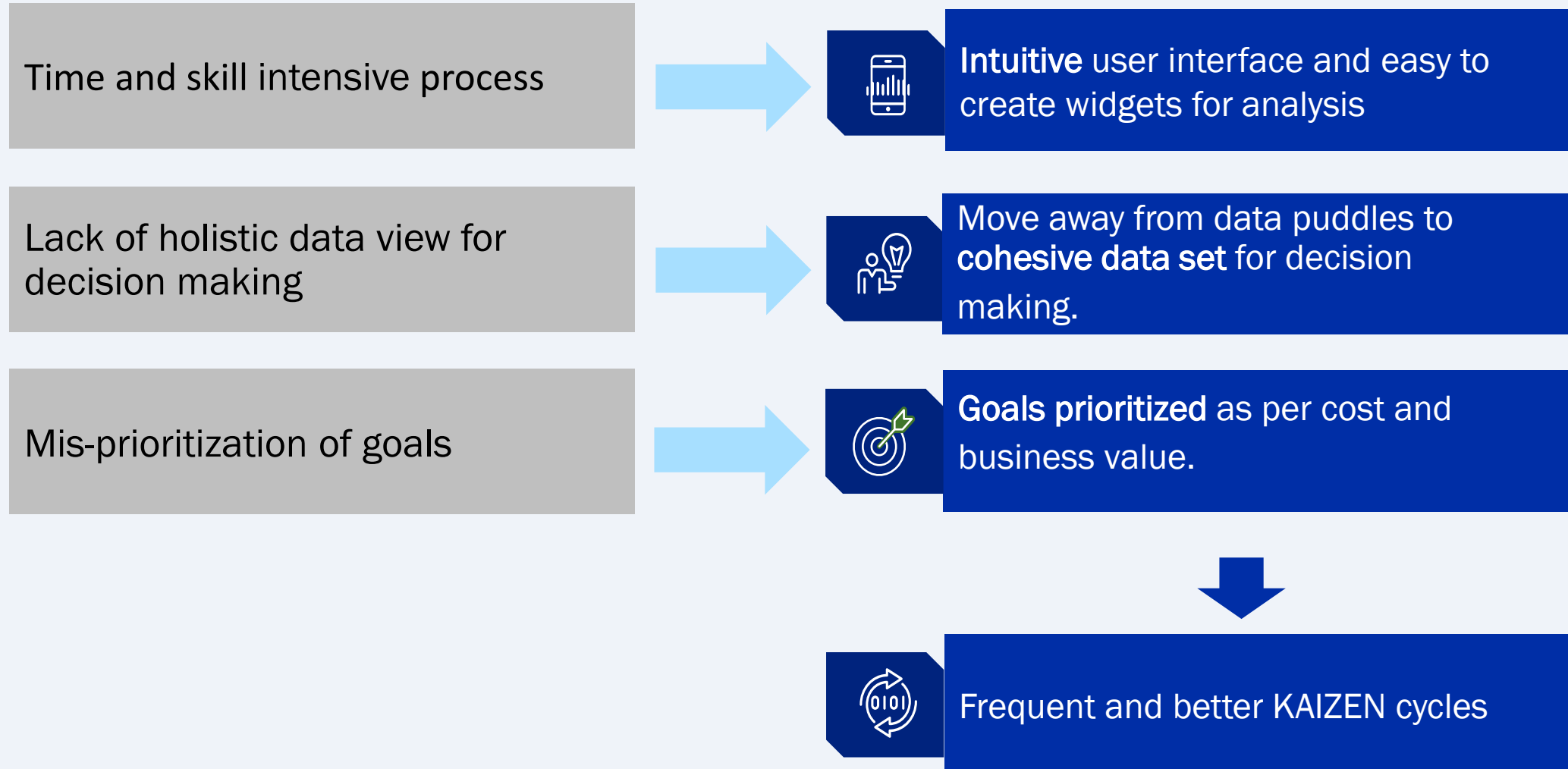
パターンと各工程のサイクルタイム Process Conformance

Variant path Hotspots

Variants

Cases	
1	10,112
2	6,455
3	4,388
4	1,401
5	1,221
6	857
7	661
8	
14	136
15	112
16	100
17	82

From Traditional to Data-Driven KAIZEN



Feedback from the shopfloor

“

*These process **flows were not expected**..... we must review the processes “*

- Mr. Kawamura - Process Engineer KAIZEN leader

”

“

*The great thing of Signavio is **you do not need to be data scientist to analyze the big data and see the facts, problems** and how much impact it is making, find the root cause, prioritize and discuss the actions to solve them..*

- Mr. Takei Digital Transformation Head

”

“

*Using simulation, now we can **optimize the order of production, human operators shifts** to maximize the through put with ensuring the quality. “*

- Mr. Kishimoto Line Manager

”

Wrap Up

- **Key Challenges & Learnings**
- **Data-driven KAIZEN powered by SAP Signavio**
- **Digital Kaizen at the heart of Sustainable Manufacturing Loop**

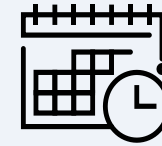
Key Challenges & Learnings



- Early collaboration with both top floor and shop floor equally important.








You may not be able to use all the data points for analysis – It's Ok !

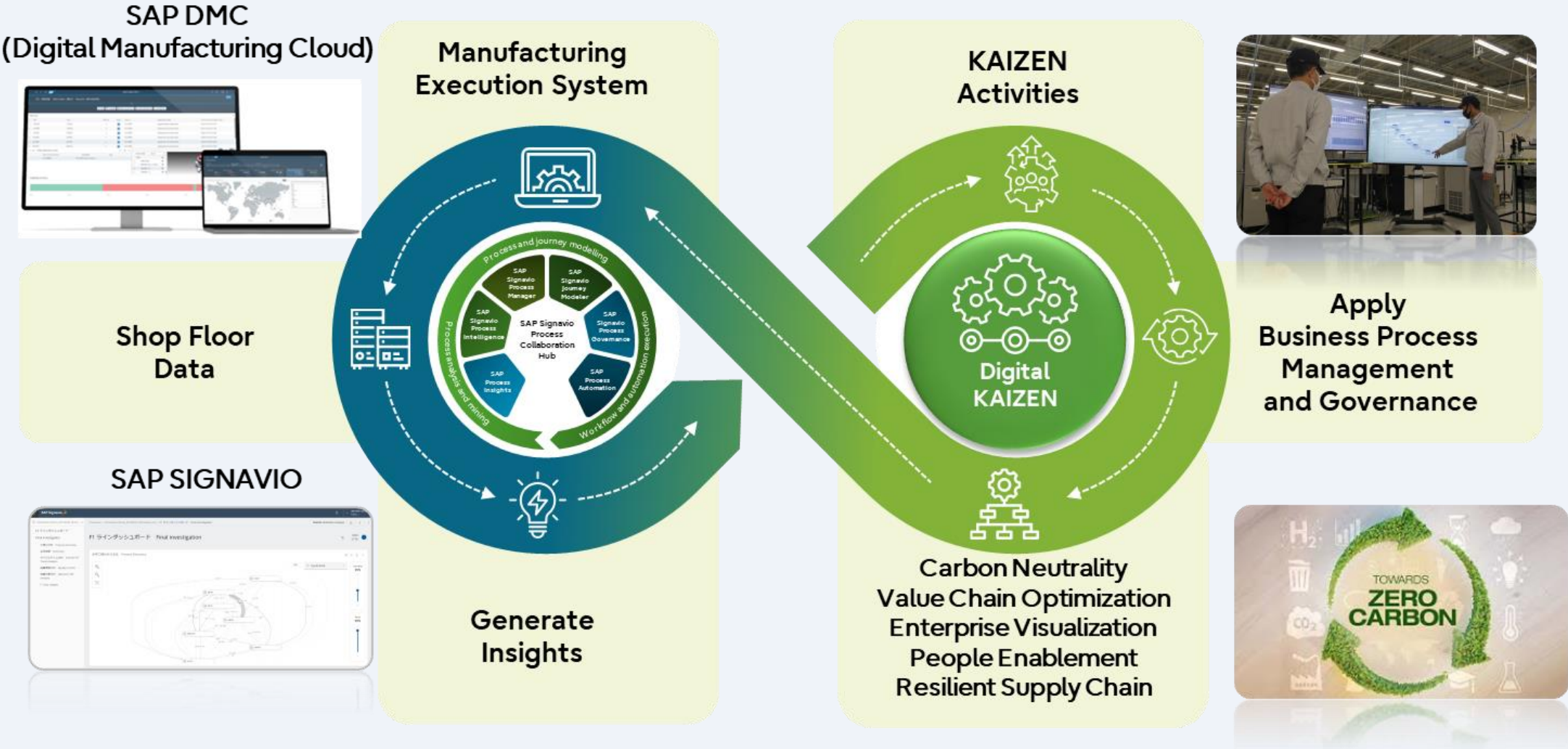


Use simulations wisely.

Data-driven KAIZEN, powered by SAP Signavio

	KAIZEN principles	What it means	KAIZEN powered by SAP Signavio
	Know your customer	Create customer value	Customer Journey Modeler to visualize customer experience throughout the engagement.
	Go to Gemba	Follow the action	Use Process Intelligence to visualize your shopfloor.
	Let it flow	Eliminate waste: Muda Mura Muri	Follow your actual flow and compare it with the planned flow through Process Conformance and Process Manager . Highlight the inefficiencies, Defects Rework Waiting times and Bottlenecks with Variants .
	Be transparent	Speak with real data	Use actual raw data with Data and APIs from your systems and transform the data into actionable insights. Develop foresight with Simulation capabilities and identify most promising improvements.
	Empower people	Organize your team	Share your vision and findings and collaborate in a single workplace with Signavio Collaboration Hub

Digital KAIZEN at the heart of Sustainable Manufacturing





Other SAP Signavio Initiatives by Fujitsu

Fujitsu's Sustainable Manufacturing Loop on SAP Signavio

FUJITSU

Powered by SAP Signavio

Create

Lincoln Kirsten
FUJITSU - Sandbox

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The Sustainable Manufacturing Loop v1

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The Foundation for the Intelligent Enterprise (Yamanashi)

Diagram

No comments

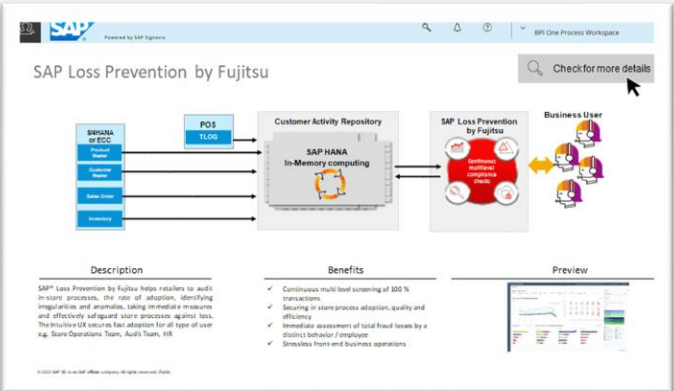
Overlays

Legend

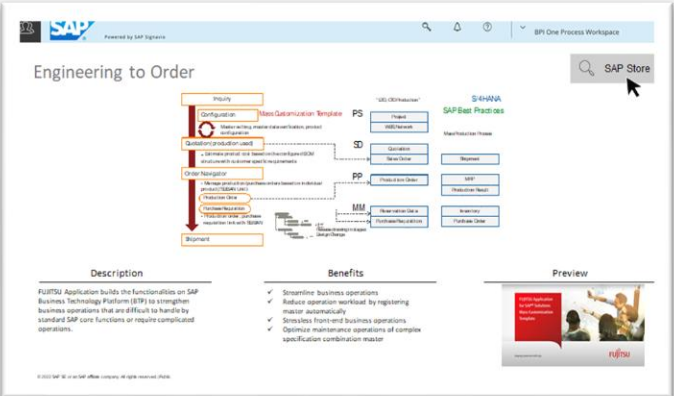
The diagram illustrates the Sustainable Manufacturing Loop, a continuous cycle represented by an infinity symbol. The left loop (blue) includes 'Manufacturing Execution System' at the top and 'Generate Insights' at the bottom. The right loop (green) includes 'Ration Allocation' at the top and 'Carbon Footprint, Value Chain Optimization, Emergency Visualization, Resilient Supply Chain' at the bottom. A central circle contains 'Sustainable Manufacturing'. A 'Data Flow Gate' is on the left, and 'Apply Business Process Model and Gen' is on the right. A zoom slider is set to 30%.

One Process Acceleration Layer (OPAL)

Solutions:

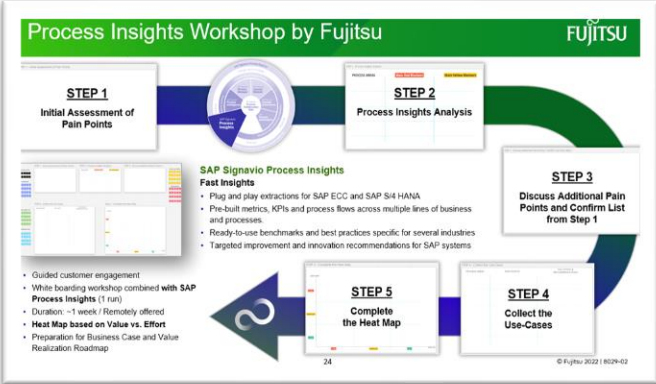


SAP Profit Protection by Fujitsu

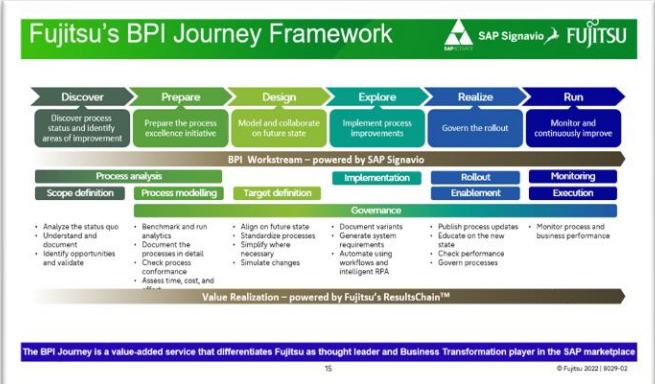


Engineer to Order

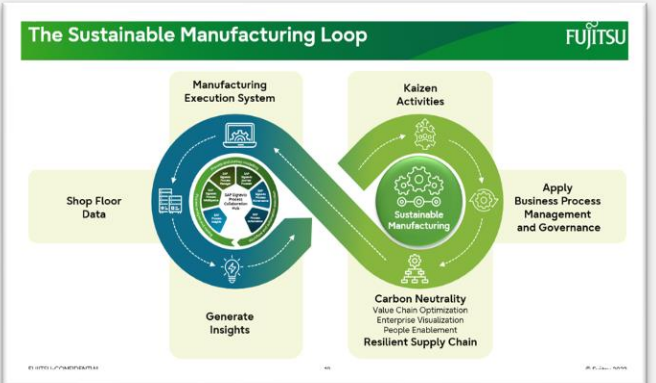
Content:



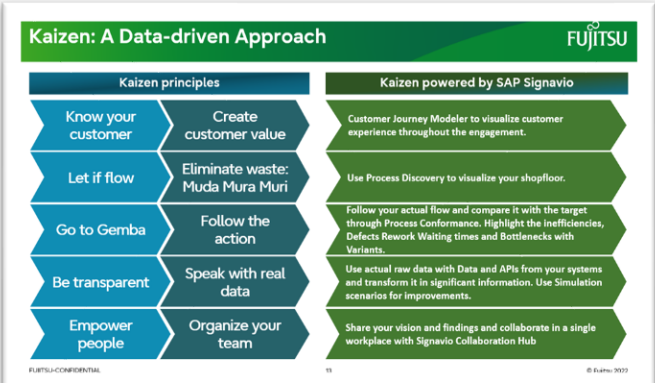
Process Insights Workshop



SAP BPI Journey Framework

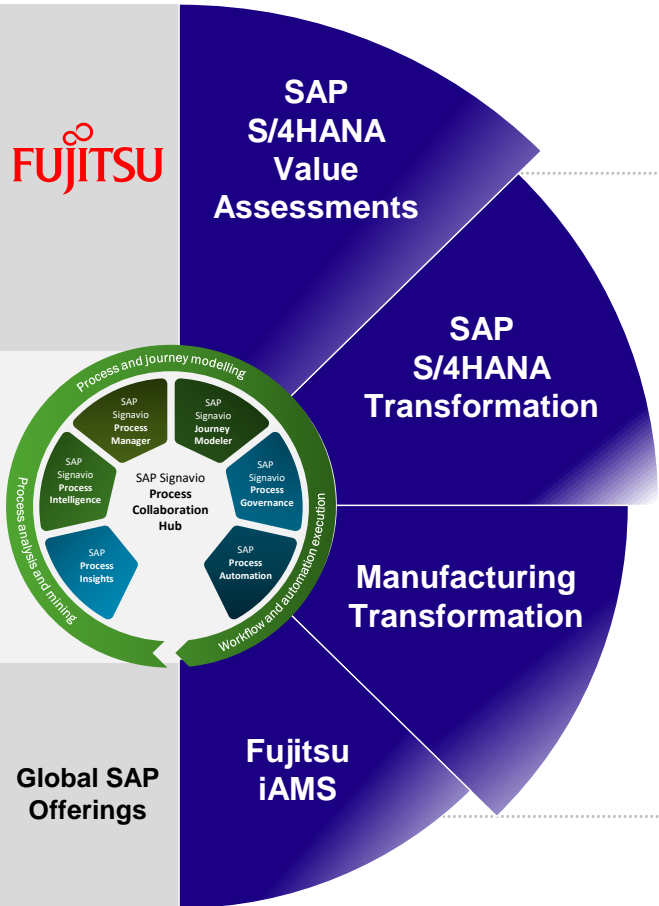


Sustainable Manufacturing Loop



KAIZEN with Process Mining

Fujitsu's SAP Offerings - powered by SAP Signavio



Process Insights and Process intelligence

To help our customers create a process driven / detailed business case for S/4HANA migration.

Business Process Redesign and Journey Modeling

For ERP transformation and S/4HANA migration.

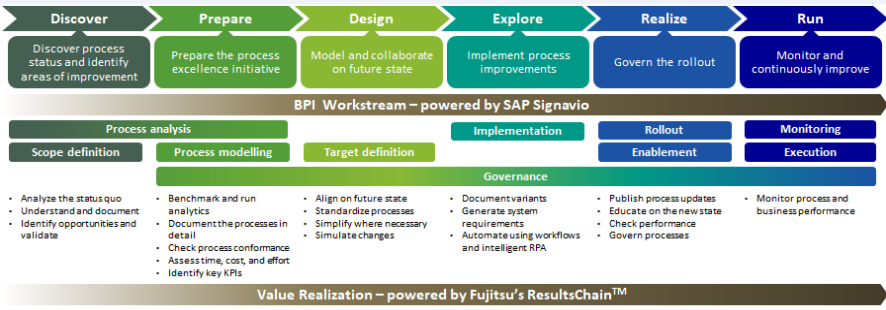
Process Optimization

Via E2E integration of SAP solutions from business to shop floor processes, enabling the digital transformation at the value generation source.

Process Management and Process Governance



For ERP transformation and business process management for operational excellence.

SAP Signavio is embedded into Fujitsu's Global SAP offerings as a key differentiator




In addition, we offer the **BPI Journey framework**, a value-added service that differentiates Fujitsu as thought leader and Business Transformation player in the SAP marketplace.

Learn more about Fujitsu and its SAP Signavio initiatives




See the way ahead with Fujitsu's BPI Journey

Transform your business so nothing will hold you back




Bring your organizational and IT processes closer together with Fujitsu's Business Process Intelligence framework

Today's organizations operate under challenging circumstances to say the least - pressures are mounting as global markets remain uncertain and unpredictable. With our Business Intelligence framework, Fujitsu can help you realize value quickly, no matter where you are in your digital transformation journey.



Bring your organizational processes and IT closer together with insights to help you truly transform and achieve operational excellence. Fujitsu's Business Process Intelligence (BPI) framework uses a data-driven approach to understand your end-to-end processes and enable a sustainable, intelligent enterprise.

[Read our brochure to find out more](#)



Keen to hear more from Fujitsu expert Lincoln Kirsten about how Fujitsu creates insights for manufacturers based on its Lean Manufacturing framework and SAP Signavio? Register for the webinar here.

[Register here](#)

To start your journey or find out more about our 5-step Process Insights Workshop - where our experts will help you explore leveraging the power of SAP Signavio to deliver data-driven value - get in touch or visit fujitsu.com/sap

[Find out more](#)

Why Fujitsu?

Fujitsu has been working with SAP for more than 40 years to deliver sustainable solutions across a range of industries, including manufacturing, retail, and public sector, just to name a few.

As a strategic partner and a customer of SAP Signavio, Fujitsu actively participates in co-development and other initiatives that enhance the SAP Signavio Process Transformation Suite, such as the newly introduced **One Process Acceleration Layer (OPAL)**.

Drawing on our highly skilled consultants and extensive partner ecosystem, we'll help you leverage the power of SAP S/4HANA and transform into an intelligent enterprise, unlocking tangible business values and co-creating solutions so you can innovate and thrive.

Ultimately, you can rely on us to help you to see the big picture, from a desired standpoint of productivity, business outcomes, and sustainability.



<https://marketing.global.fujitsu.com/Fujitsu-SAP-BPI.html>

Where to Find More Information

Bring your organizational and IT processes closer together with Fujitsu's Business Process Intelligence framework

- <https://marketing.global.fujitsu.com/Fujitsu-SAP-BPI.html>

See the way ahead with Fujitsu's BPI Journey – Brochure

- https://marketing.global.fujitsu.com/rs/807-GYW-324/images/FUJ_SAP_BusinessProcessIntelligence_Broc_AW.pdf

SAP Sustainable Manufacturing Customer Reference eBook

- https://marketing.us.fujitsu.com/rs/407-MTR-501/images/FUJ_SAP_Sustainable_Manufacturing_eBook.pdf

How A Japanese Philosophy Changed The Country's Premier Aerospace Company, *Keith Greenberg 2021*

- <https://www.forbes.com/sites/sap/2021/05/25/how-a-japanese-philosophy-changed-the-countrys-premier-aerospace-company/?sh=79dfb92dbd4e>

Partner-Webcast: Using Data Driven Kaizen Towards Lean Manufacturing,

- <https://www.signavio.com/events/using-data-driven-kaizen-towards-lean-manufacturing/>

Key Points to Take Home

- A better understanding of the Kaizen Method and SAP Signavios solutions supporting Kaizen
- How Fujitsu creates insights for manufacturers based on its Lean Manufacturing framework and SAP Signavio
- How to best combine Process Visualization with Process Mining insights
- Key challenges that were encountered and lessons learned from Kaizen framework

Thank you! Any Questions?

Lincoln Kirsten

Global SAP BPI (Signavio) Leader, Fujitsu Uvance

Email: Lincoln.Kirsten@fujitsu.com

To connect with me on LinkedIn, Scan Below!!



Please remember to complete
your session evaluation.

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