Premium Sound Solutions

Genchi Genbutsu @ PSS

Hoe kunnen we betere beslissingen nemen?

Collin Elskens

PSS Intro

Premium Sound Solutions

Wie is Premium Sound Solutions ?

- Spin-off van Philips Electronics
- Sterke passie voor **sound innovation**
- Globaal automotive bedrijf gevestigd in **7 landen**
- **> 3.900 werknemers** wereldwijd
- Focus op samenwerking met klanten
- Productie **> 110 M luidsprekers per jaar**
- Meeste premium auto merken zijn PSS klanten



Sound is Emotion, Sound is Cool, Sound is our Business!

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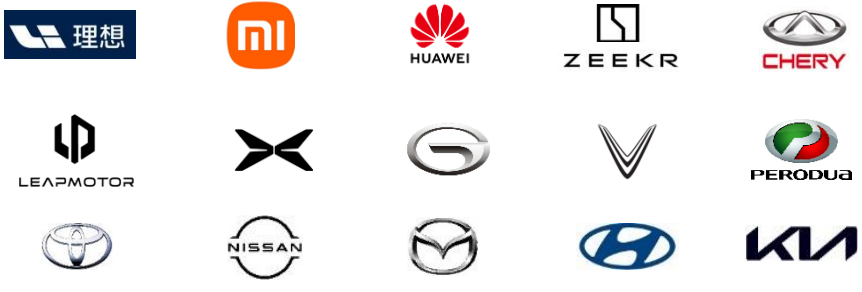
Onze klanten

AUTOMOTIVE

Europa



Azië



USA



BEHIND THE GRILL

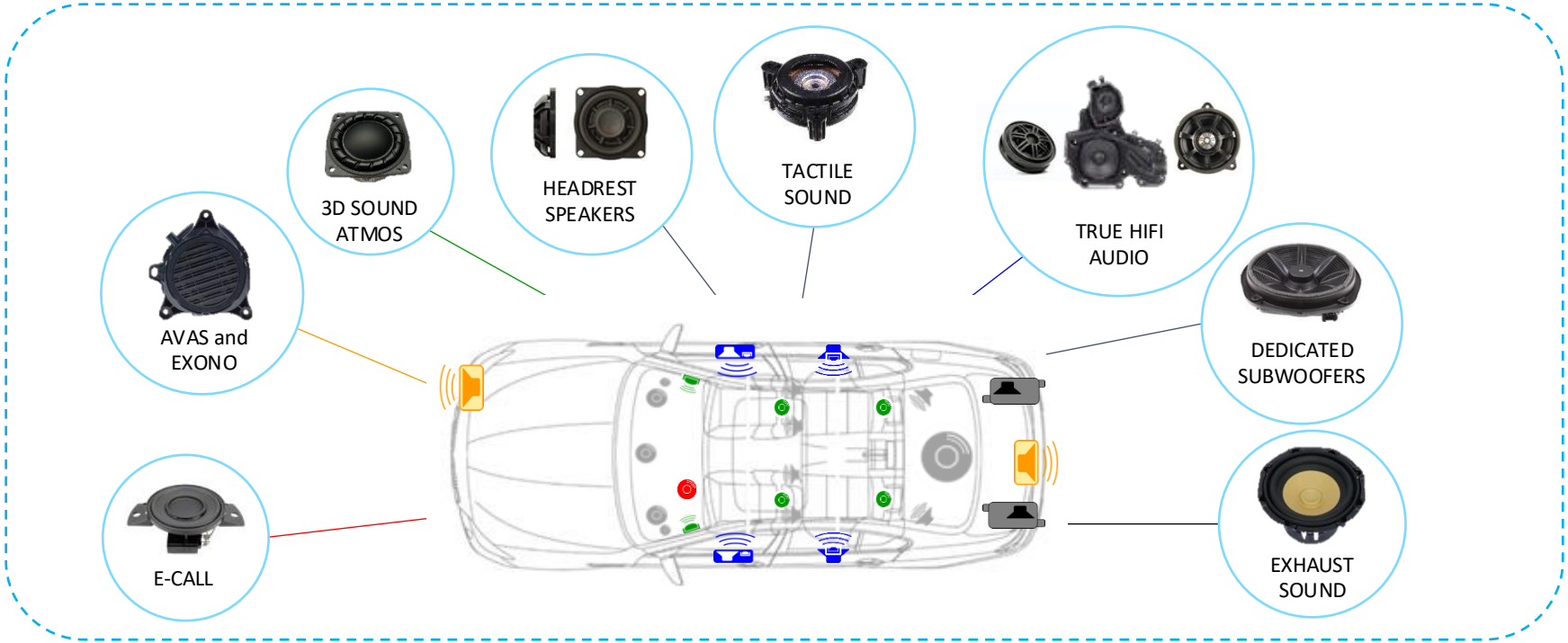


CONSUMER



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Technologie voor alle huidige en toekomstige toepassingen in de wagen



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Custom Audio



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Waarom goede beslissingen moeilijk zijn

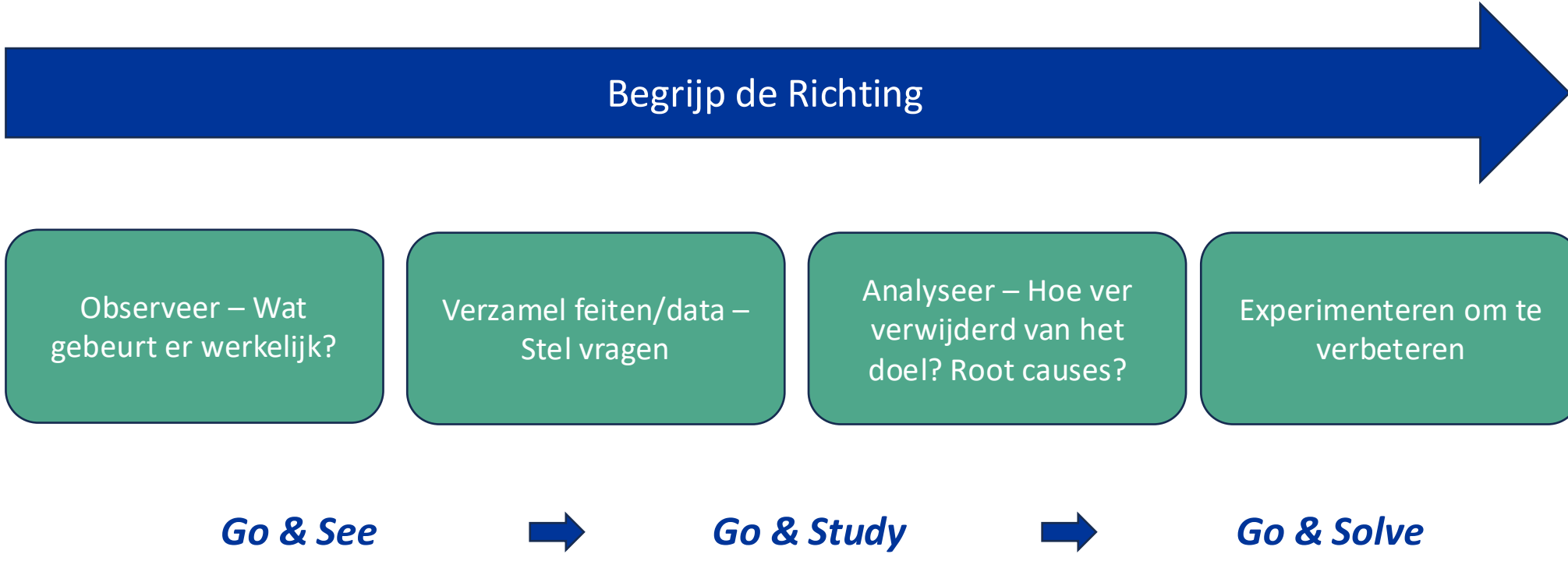
- **Data versus Interpretatie**
- **Aannames versus Werkelijkheid**
- **Observaties versus Feiten**



Traditioneel:



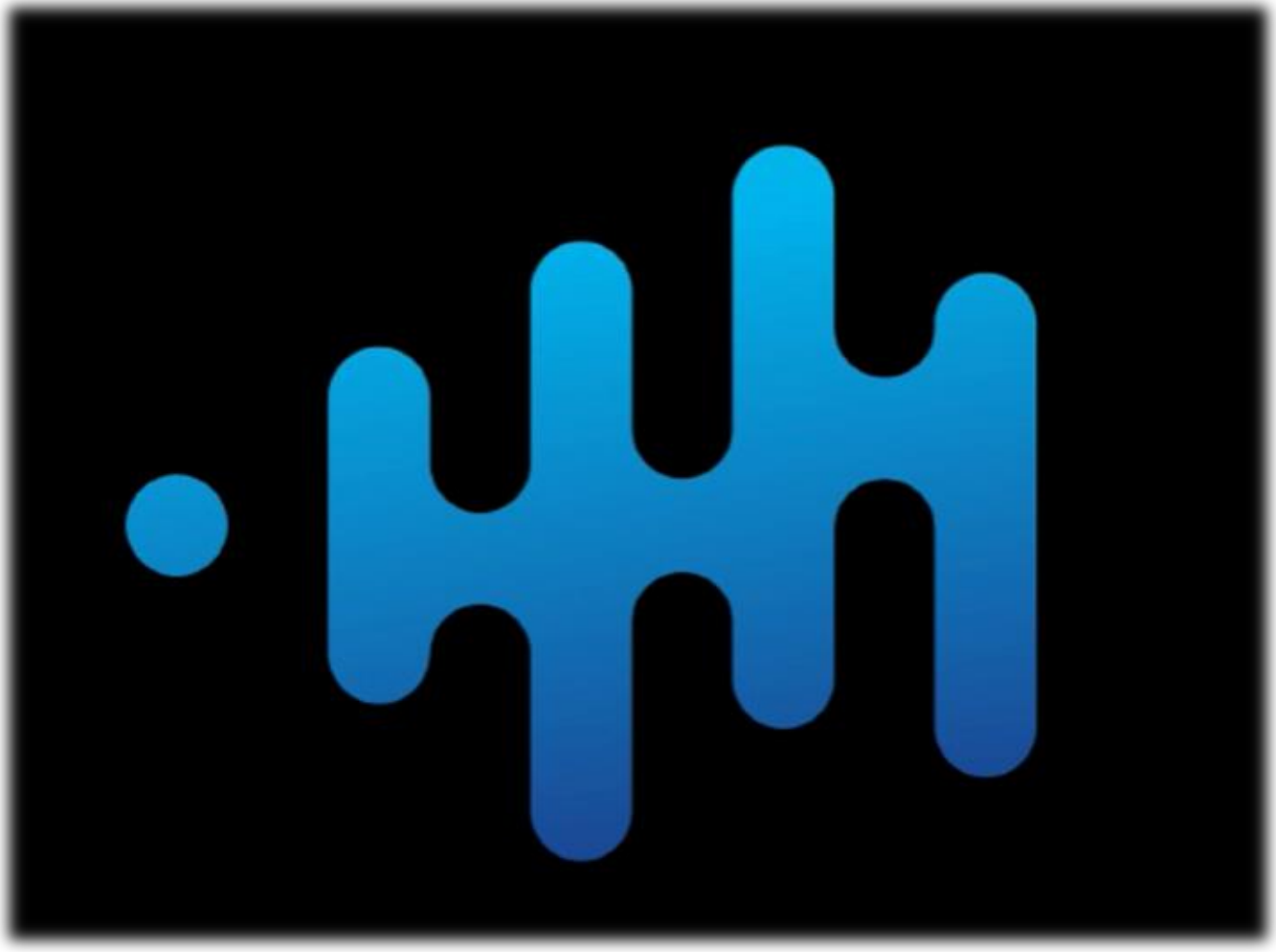
Hoe nemen we beslissingen bij PSS?



KATA

- Ga kijken naar de werkelijkheid
- Maar let op voor de valkuilen
  - Directe waarom-vragen
  - Jumping to conclusions
  - Oplossen zonder begrijpen
- “Infuse” met KATA

- Observaties zijn geen Feiten !!!



Data/AI ter ondersteuning van gerichtere observaties



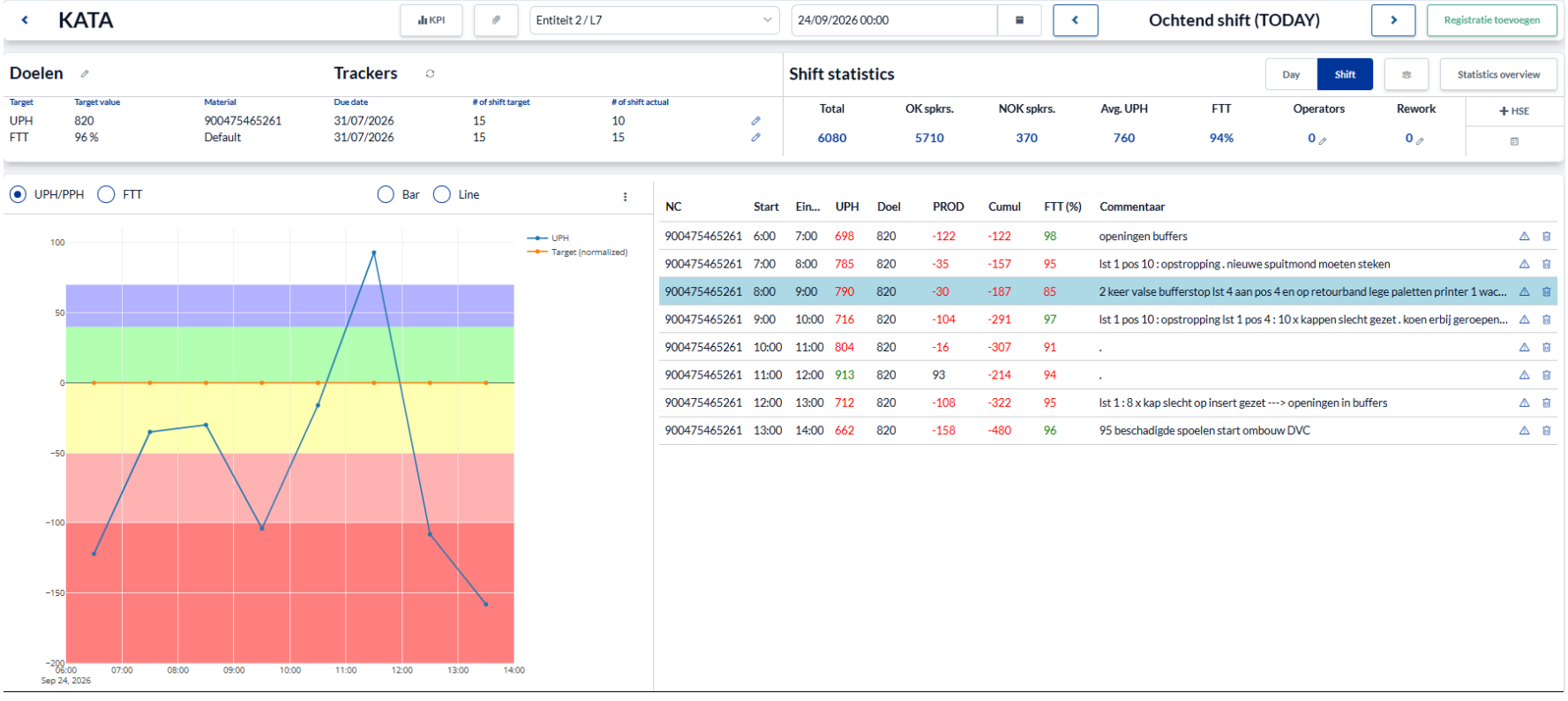
Gemba walk,
KATA meetings

AI detecteert, Gemba verifieert

Op basis van Uur per
Uur registraties

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Praktisch voorbeeld: “Meningen & Data” uit KATA



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Praktisch voorbeeld: “Meningen & Data” uit KATA

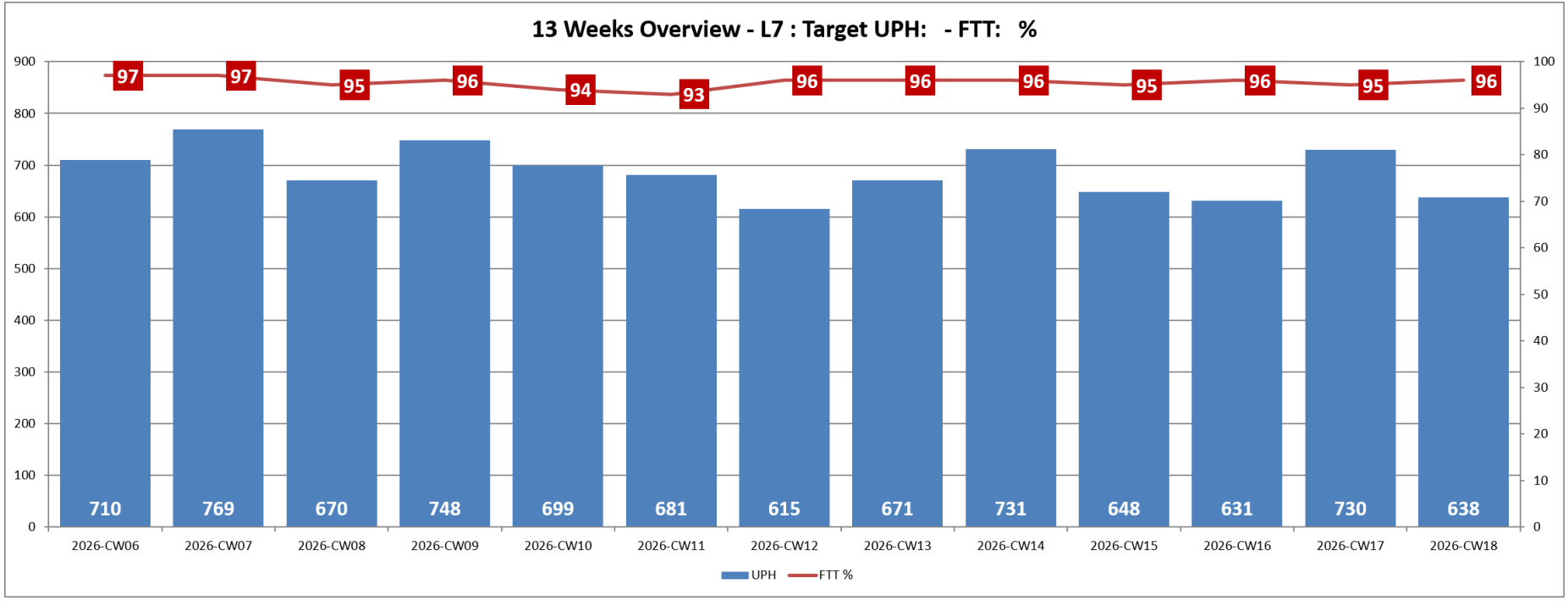
KATA Registration | Shift Statistics

Export to excel

UPH	No. of People	Target	FTT	FTT target (%)	PROD	Cumul	Start h	Start m	End h	End m	DT	SR	ER	Shift	Line	Plant	Rework	Station	Comment	IsBreak	Mater...
											= 24/09					DDE	=				
208	1	650	208	100	-442	-4119	13	00	14	00	24/09/...	24/09/...	24/09/...	Ochtend	MSA1	DDE	0		pos18 r...	Nee	10729...
662	1	820	634	96	-158	-480	13	00	14	00	24/09/...	24/09/...	24/09/...	Ochtend	Entiteit...	DDE	0		95 besc...	Nee	90047...
150	1	650	150	100	-500	-3677	12	00	13	00	24/09/...	24/09/...	24/09/...	Ochtend	MSA1	DDE	0		aflosse...	Nee	10729...
674	1	710	621	95	-36	-1874	12	00	13	00	24/09/...	24/09/...	24/09/...	Ochtend	Lijn 5	DDE	0		openin...	Nee	90047...
712	1	820	677	96	-108	-322	12	00	13	00	24/09/...	24/09/...	24/09/...	Ochtend	Entiteit...	DDE	0		lst 1 : 8 ...	Nee	90047...
194	1	650	194	100	-456	-3177	11	00	12	00	24/09/...	24/09/...	24/09/...	Ochtend	MSA1	DDE	0		proble...	Nee	10729...
492	1	710	434	95	-218	-1838	11	00	12	00	24/09/...	24/09/...	24/09/...	Ochtend	Lijn 5	DDE	0		stuk va...	Nee	90047...
913	1	820	861	96	93	-214	11	00	12	00	24/09/...	24/09/...	24/09/...	Ochtend	Entiteit...	DDE	0		.	Nee	90047...
804	1	820	733	96	-16	-307	10	00	11	00	24/09/...	24/09/...	24/09/...	Ochtend	Entiteit...	DDE	0		.	Nee	90047...
0	1	650	0	100	-650	-2721	10	00	11	00	24/09/...	24/09/...	24/09/...	Ochtend	MSA1	DDE	0		aflos lij...	Nee	10729...
123	1	710	115	95	-587	-1620	10	00	11	00	24/09/...	24/09/...	24/09/...	Ochtend	Lijn 5	DDE	0		pos 85 ...	Nee	90047...

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Praktisch voorbeeld: “Meningen & Data” uit KATA



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Praktisch voorbeeld: Data -> AI

Product Line Summary (KATA & Gemba Comments)



AI detecteert patronen uit Comments, Logs, KPIs

Top 5 Frustraties

- Veel technische interventies
- Manuele noodoplossingen
- Herhaald resetten/homenProductie op 1 Z-Box
- Terugkerende camera- en detectieafkeur

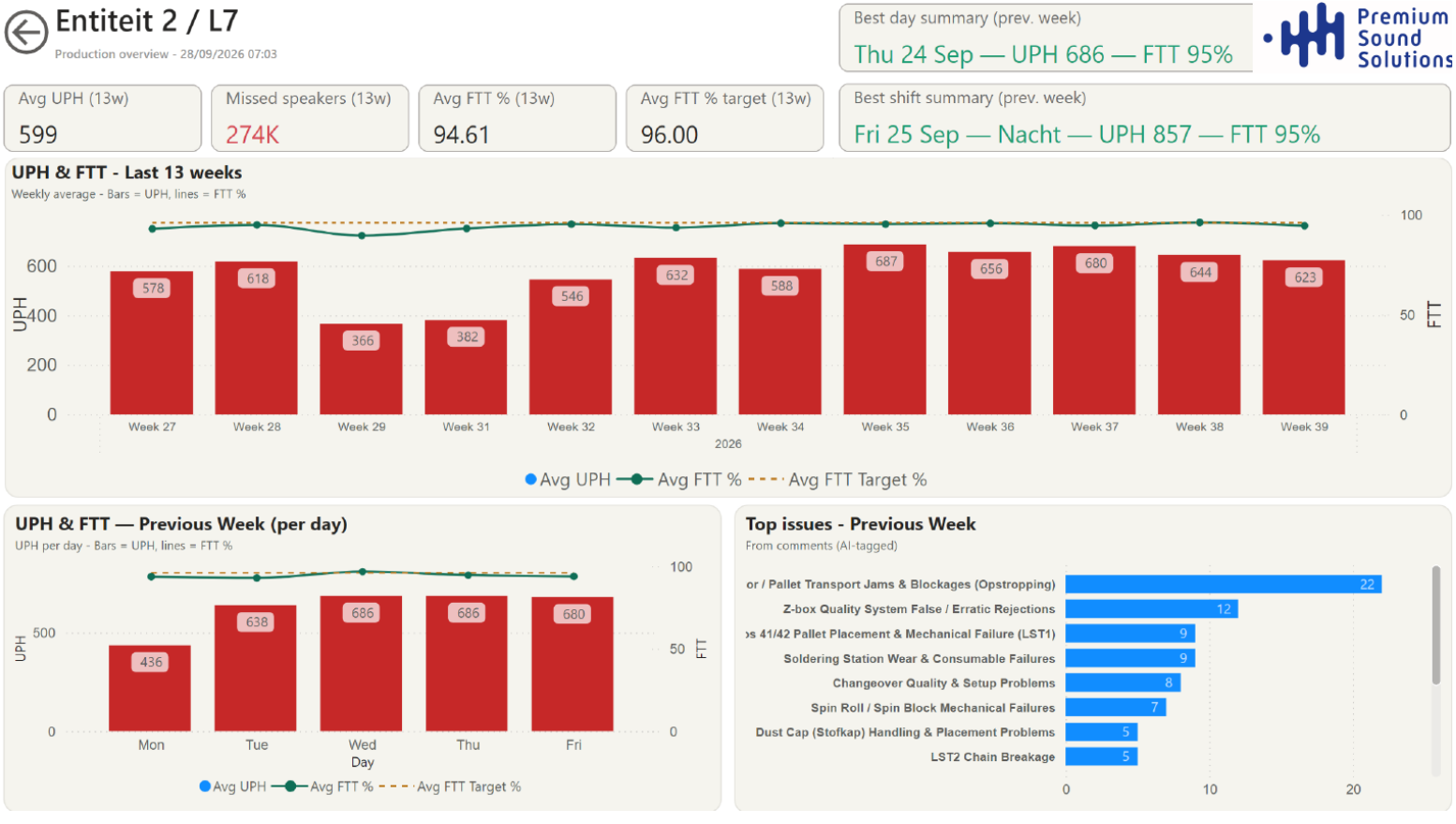
Top 5 Gemba

- PrioritiesZ-Box hardware, pogo pins, connectoren, referentiespeaker
- Spider crashes, stops en recovery-routines
- Pos.37 / 10 / 33 lijmstations
- Spinblok, pons en spinrolbeheer
- Bufferlogica en pallettransport

Top 5 Chronische Verliezen (KATA)

- Z-Box Reliability (LST4 / EOL)
- Spider & Grill plaatsen
- Glue System Instability (LST1)
- Spinfolie / Spinpons Issues (LST2)
- Bufferstops & Opstroppingen

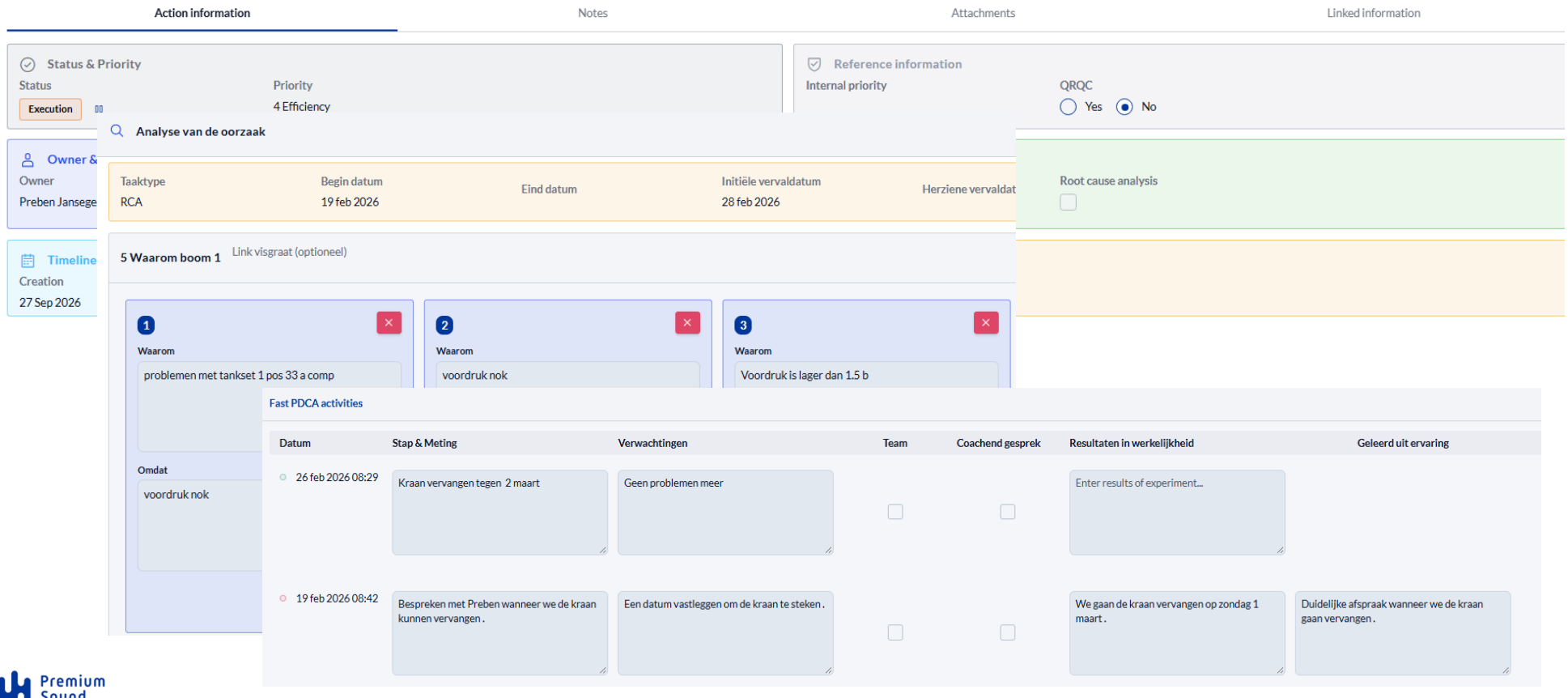
Praktisch voorbeeld: Rapporten



Praktisch voorbeeld: Acties vastgelegd

ID	Plant	Eigen. Afd.	Line	Beschrijving	Origin	Prioriteit	Creation	Deadline	Closure
DDE			7		Kata-lijn	Select	01/		
AM-DDE-2026-000028	DDE	Production	Entiteit 2 / L7	Spinpons vast na wisselen spinfolie	Kata-lijn	4 Efficiëntie	12/02/2026	23/02/2026	
AM-DDE-2026-000031	DDE	Production	Entiteit 2 / L7	Valse bufferstops tussen buffer LST3 en LST4	Kata-lijn	4 Efficiëntie	13/02/2026	24/02/2026	23/02/2026
AM-DDE-2026-000033	DDE	Production	Entiteit 2 / L7	Slecht opnemen grillen (skoda)	Kata-lijn	4 Efficiëntie	16/02/2026	20/02/2026	12/05/2026
AM-DDE-2026-000035	DDE	Production	Entiteit 2 / L7	Voordruk tankset A te laag , lijnstuk 1 pos 33.	Kata-lijn	4 Efficiëntie	19/02/2026	28/02/2026	
AM-DDE-2026-000039	DDE	Production	Entiteit 2 / L7	Zbox 1 keurt meer dan 50% af.	Kata-lijn	4 Efficiëntie	23/02/2026	01/04/2026	12/05/2026
AM-DDE-2026-000040	DDE	Production	Entiteit 2 / L7	Spinpons: we verliezen veel tijd bij het wisselen	Kata-lijn	4 Efficiëntie	23/02/2026	30/03/2026	
AM-DDE-2026-000045	DDE	Production	Entiteit 2 / L7	Snoer beschadigd	Kata-lijn	2 Bescher...	26/02/2026	27/03/2026	07/05/2026

Praktisch voorbeeld: Analyse en Experimenten



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Praktisch voorbeeld: Oplossing implementeren

Terugkerende vaststellingen/comments:
"problemen stofkappen geen of dubbele“
"veel problemen met de stofkappen“
"neemt soms geen of dubbele stofkap“
"stops op dubbele stofkappen“
"wegblazen dubbele stofkappen“
"stofkappen dubbel/geen"

➡ Geen of dubbele stofkap

Na verbetering: tot 60% minder meldingen

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KAIZEN Picking and placing of dustcap

Kaizen #:	Date implemented: 8 June 2026	Prepared by: Steven Roels

Problem/Opportunity Seen:	Actions Taken:	Results:	PICTURE
• The original suction-cup gripper cannot cope with dust caps that have varying air permeability. • As a result, downtime is increased due to repeated machine stops when the gripper either fails to pick up a dust cap or picks up multiple dust caps simultaneously.	• A cyclone gripper is installed to replace the original suction-cup gripper. • The existing vacuum supply is replaced with a compressed air supply, since the cyclone gripper operates using compressed air. • Brushes are installed and fine-tuned on the supply magazines to help the cyclone gripper separate the dust caps in a controlled and consistent manner.	• 405 stops -> 43 stops = 89.4% reduction • 1h17m -> 9m = 88.3% reduction	Gino Tillemans Technician

Waste Elimination:

☐ Defects ☐ Overproduction ☑ Waiting ☐ Not used talent ☑ Transport ☑ Inventory ☐ Motion ☑ Extra-processing

Before Kaizen



After Kaizen

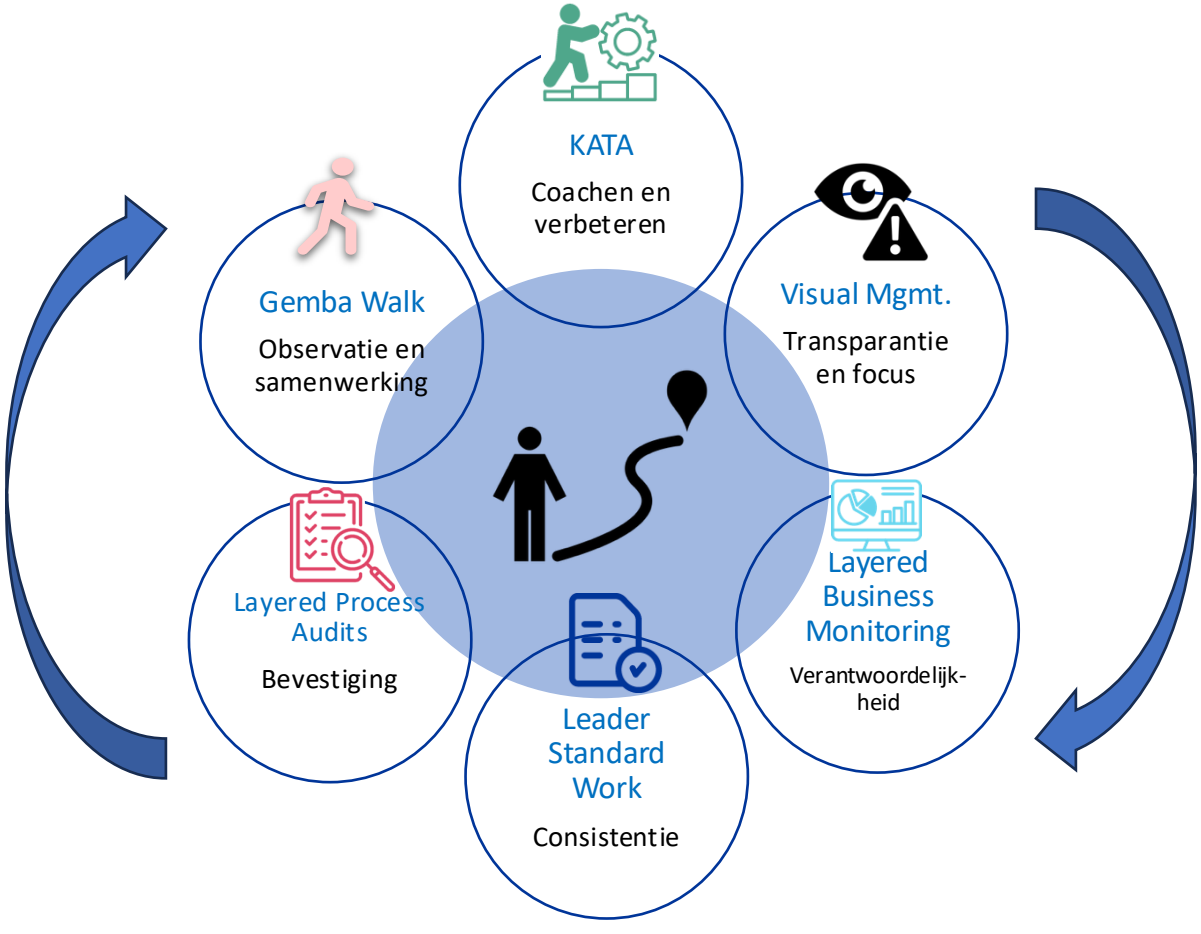


“Effectieve Management Routines”

Hoe borgen we deze processen?

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Vaste routines voor elke leider

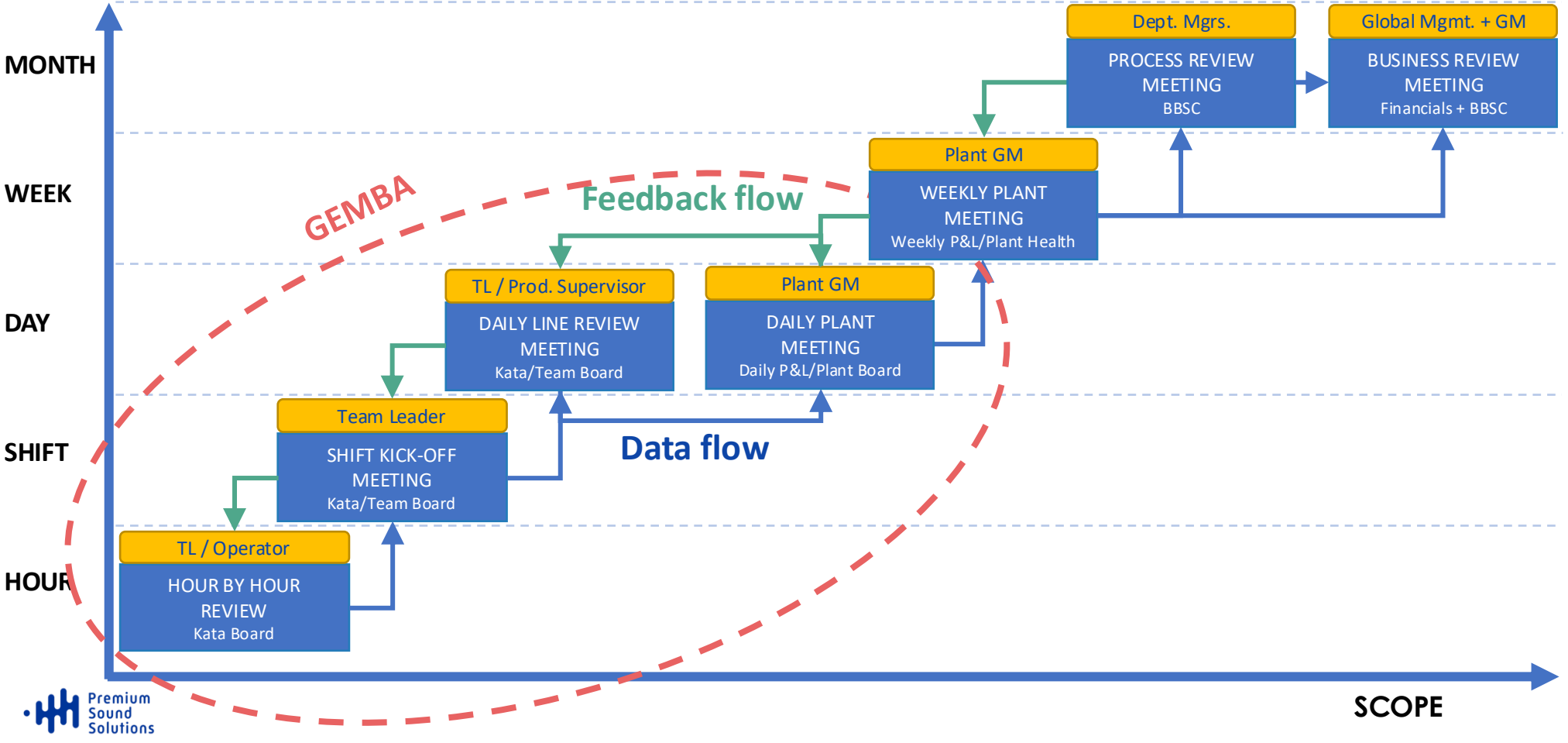


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Layered Business Monitoring

(Feedback loops & Data flows)



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Layered Business Monitoring

(Communication & Reporting)

GEMBA

Name	Level	Lead	Content	Scope	Tools	Location	Time and Frequency
Shift Kick-off	5 + 4	Line Leader	Safety, Quality, Day goals and news, KATA, previous shift highlights…	Production Lines Operational areas (WH, Maint.) reviews	Team Board + KATA + Post it	Gemba	Start of the shift
Daily Line/Area Review	4 + 3	Production Supervisors	Safety, Quality, Day goals and news, KATA, previous shift highlights…	Production Lines	KATA, SAP, ….	Gemba	Before 10am
Daily Plant Meeting	2 + 1	Plant Manager + Department Managers	Daily P&L, Day news & escalations, daily KPIs…	Operations + Business (Processes) reviews	Daily P&L report, Daily Plant Meeting items + Plant Board	Gemba	Before mid-day
Weekly Plant Meeting	2 + 1	Plant Manager + Department Managers	Weekly P&L + Weekly KPIs	Operations + Business (Processes) reviews	Weekly Plant Health items + Weekly Production Health + Weekly Financials	Meeting	Tuesdays
Monthly Process Meeting	2 + 1	Department Managers	Monthly KPIs (L2 & L3)	Business Process/Departamental review	Monthly BBSC items	Meeting	Before the 7th day of the month
Advisable: Preparation for BRM	2 + 1	Plant Manager	Preparation: Financial results + Monthly KPIs (L1)	Business + Financial	Financial reports + BBSC	Meeting	Before the BRM meeting
Business Review Meeting (BRM)	0 + 1	GMT + Plant Manager	Financial results + Monthly KPIs (L1)	Business + Financial	Financial reports + BBSC	Meeting	Before the BRM meeting

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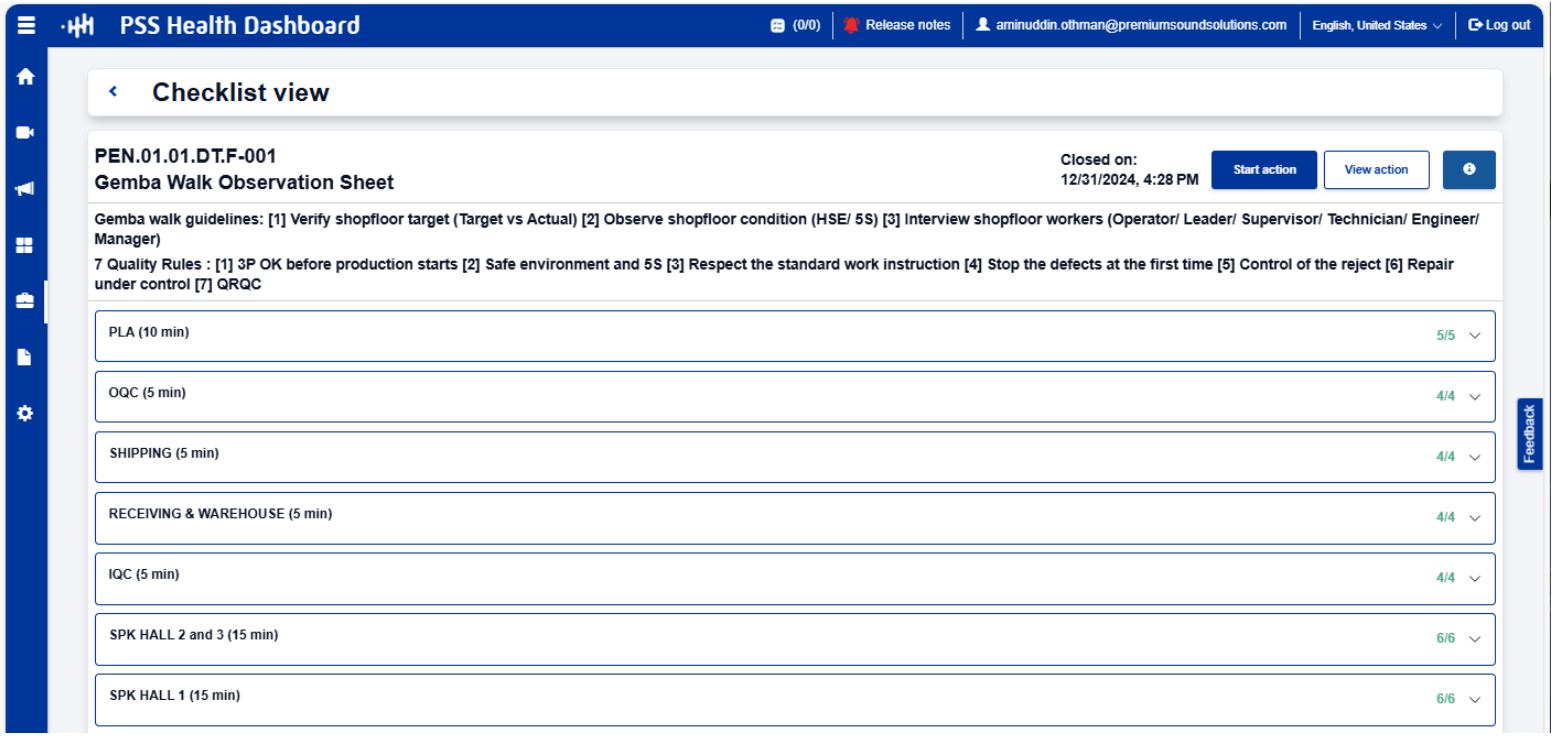
Voorbeeld Leader Standard Work

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Tools & Approach
09:00- 10:00	**GM Gemba Walk :** FH, Nora, Amin, Vincent, HY (Finance Manager) **DH Gemba Walk at individual area** : Kenny, Teoh, Lobos, Meshelle	**GM Gemba Walk** Plant walk - FH, Nora, Amin, Vincent, Suhaida (HR Manager) **DH Gemba Walk at individual area :** Kenny, Teoh, Lobos, Meshelle	**GM Gemba Walk** Plant walk - FH, Nora, Amin, Vincent, Alan Tan (Purchasing Manager) **DH Gemba Walk at individual area :** Kenny, Teoh, Lobos, Meshelle	**GM Gemba Walk** Plant walk - FH, Nora, Amin, Vincent, Suhaida (HR Manager) **DH Gemba Walk at individual area :** Kenny, Teoh, Lobos, Meshelle	**GM Gemba Walk** Plant walk - FH, Nora, Amin, Vincent **DH Gemba Walk at individual area :** Kenny, Teoh, Lobos, Meshelle	MBWA, Interview, Review KPI/PI, LPA
10:00- 10:30	SPK Operation Daily Team Board - Kenny Li	SPK Operation Daily Team Board - Kenny Li	SPK Operation Daily Team Board - Kenny Li	SPK Operation Daily Team Board - Kenny Li	SPK Operation Daily Team Board - Kenny Li	Review CP/KPI/PI (Using Excel)
10:00- 10:30	VI PLA Operation Daily Team Board - Teoh LS	VI PLA Operation Daily Team Board - Teoh LS	VI PLA Operation Daily Team Board - Teoh LS	VI PLA Operation Daily Team Board - Teoh LS	VI PLA Operation Daily Team Board - Teoh LS	Review CP/KPI/PI (TeamBoard in Mendix + Excel)
10:00 - 10:30	Q Operation Daily Team Board - Eduardo Lobos	Q Operation Daily Team Board - Eduardo Lobos	Q Operation Daily Team Board - Eduardo Lobos	Q Operation Daily Team Board - Eduardo Lobos	Q Operation Daily Team Board - Eduardo Lobos	Review CP/KPI/PI (Using Excel)
10:00 - 10:30	SCM Operation Daily Team Board - Meshelle	SCM Operation Daily Team Board - Meshelle	SCM Operation Daily Team Board - Meshelle	SCM Operation Daily Team Board - Meshelle	SCM Operation Daily Team Board - Meshelle	TBD
10:30 -11:00	KATA SPK - Line Leader	KATA SPK - Line Leader	KATA SPK - Line Leader	KATA SPK - Line Leader	KATA SPK - Line Leader	Standard E-KATA
11:00 - 11:40	Plant Board Meeting - FH	Plant Board Meeting - FH	Plant Board Meeting - FH	Plant Board Meeting - FH	Plant Board Meeting - FH	Business Topic + Plant Board (Plant Health, Plant Meeting, KPI)
11:40 - 12:10	Mgmt Meeting - Specific Topic (Optional)	KPI Link PnL Meeting - FH (weekly Basic)	BBSC Review Meeting - FH (Monthly Basic)	Mgmt Meeting - Specific Topic (Optional)	Mgmt Meeting - Specific Topic (Optional)	

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Gemba Walk observatie checklijst

Meeting Level	Focus/Discussie	Escalatie	Betrokkenen	Verantw.
Dagelijkse Gemba Walk	- Observeer productie shopfloor problemen, inefficienties, 5S, KPI, veiligheid, productiviteit,…	- Problemen die niet meteen kunnen opgelost worden, vermelden op **Dagelijkse KATA/ Team board Meeting**	- LMT (as per schedule) - Area Owner - Lean Manager - …	GM

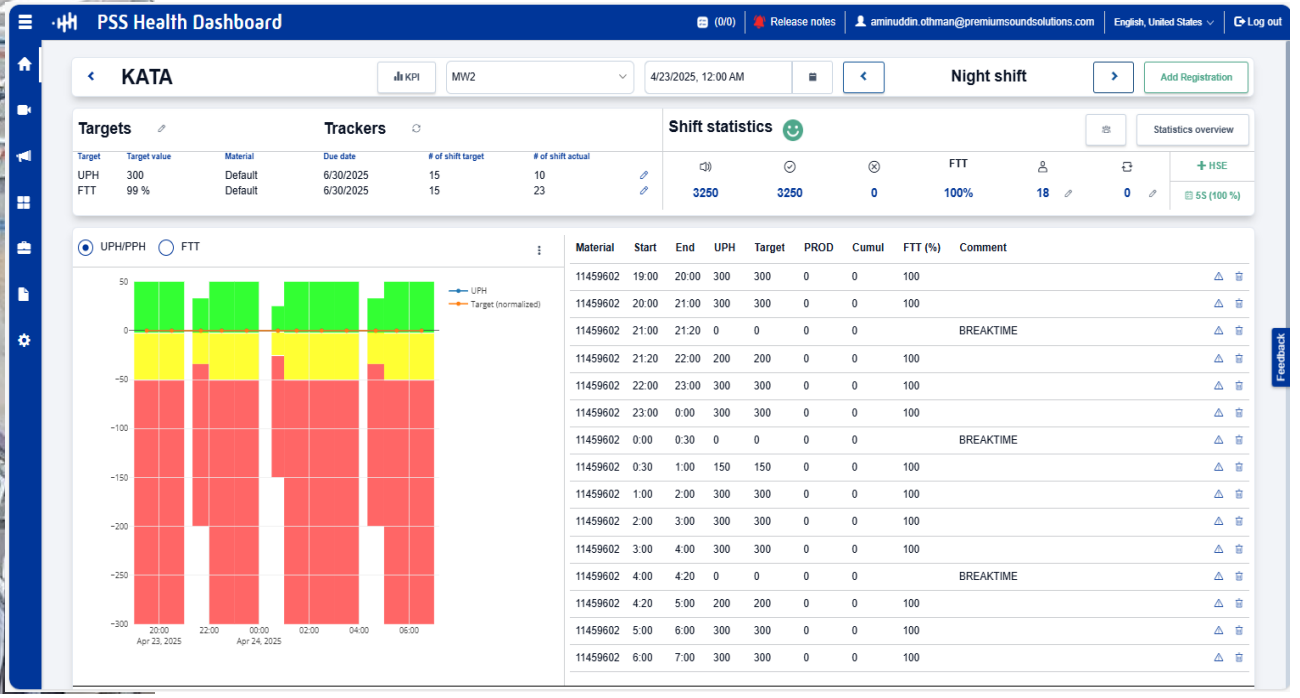


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KATA Meeting

Meeting Level	Focus/Discussie	Escalatie	Betrokkenen	Verantw.
Dagelijkse KATA/ Team Board Meeting	- Review KATA/Team board: productie output, kwaliteit, veiligheid, etc. - Escalatie items van Gemba Walk.	- Problemen die hier niet kunnen opgelost worden, vermelden op **Dagelijkse Plant Meeting**	- Production Manager - Supervisor, Line Leader - Engineer, Maintenance - CI Manager	Operation Manager





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Productie Input: Uur per Uur registraties

KATA | KPI | MW4 | 5/30/2025, 12:00 AM | Night shift

Targets — *Target Condition*

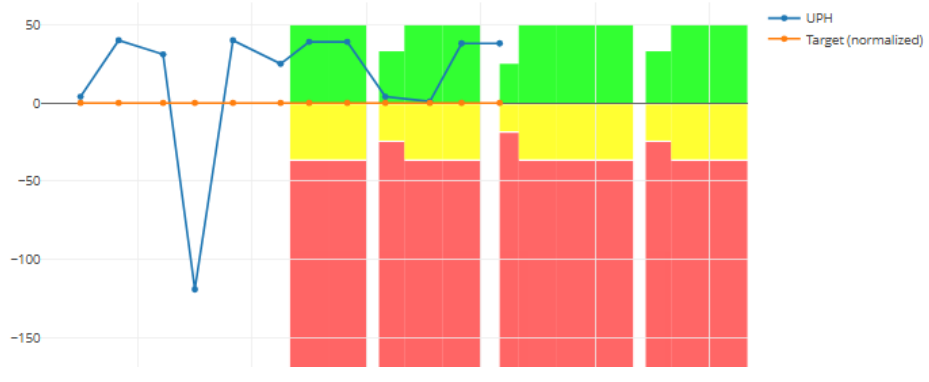
Target	Target value	Material	Due date	# of shift target	# of shift actual
UPH	332	12413001	6/30/2025	15	30
FTT	99 %	Default	6/30/2025	15	4

Trackers

Shift statistics

			FTT	
3811	3800	11	99%	0

UPH/PPH | FTT



Material	Start	End	UPH	Target	PROD	Cumul	FTT (%)	Comment
12413001	19:00	20:00	371	367	4	4	99	
12413001	20:00	21:00	372	332	40	44	99	
12413001	21:00	21:20	0	0	0	44		BREAK 20 MIN
12413001	21:20	22:00	252	221	31	75	99	
12413001	22:00	23:00	213	332	-119	-44	100	ST 017 SOLDER MC SENSOR PROBLEM 22:20-22;50
12413001	23:00	0:00	372	332	40	-4	99	
12413001	0:00	0:30	0	0	0	-4		BREAK 20 MIN
12413001	0:30	1:00	191	166	25	21	99	
12413001	1:00	2:00	371	332	39	60	99	

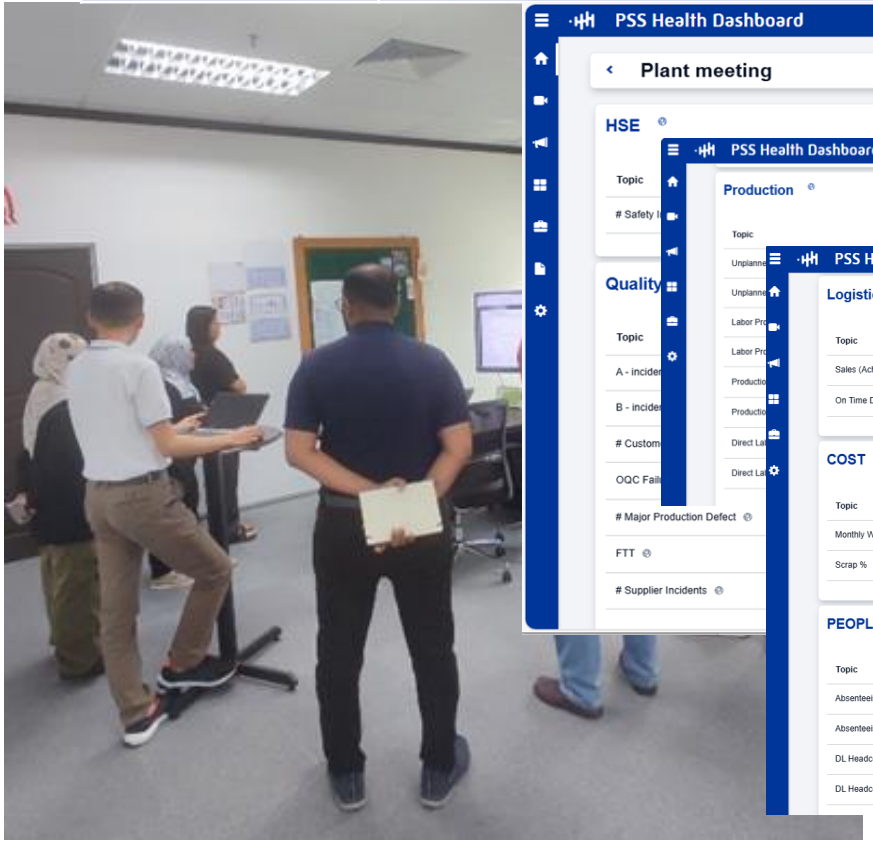
Current Condition

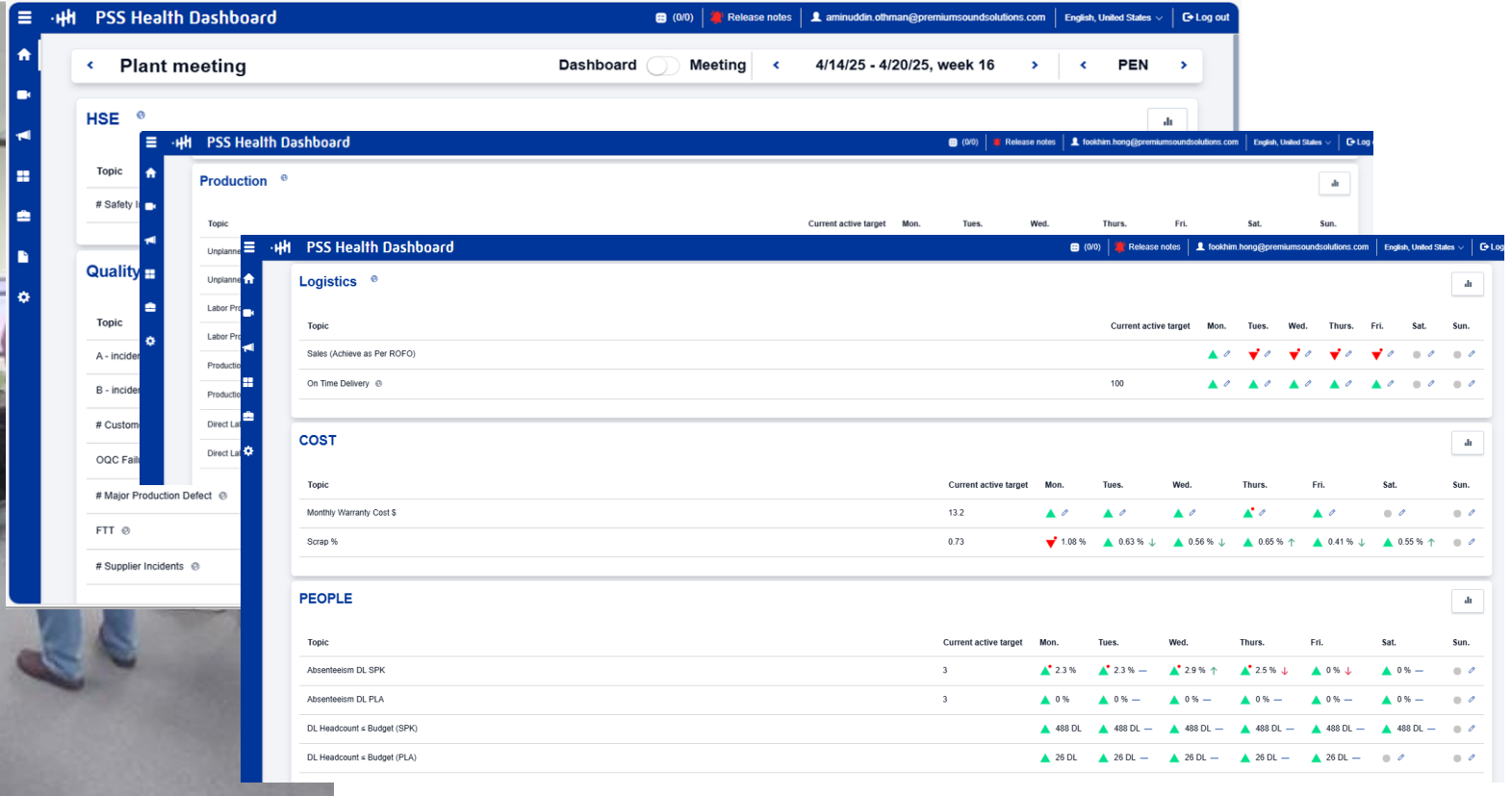
Possible obstacles preventing us reaching the target

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Plant Meeting

Meeting Level	Focus/Discussie	Escalatie	Betrokkenen	Verantw.
Dagelijkse Plant Meeting	- Business topics - Deel GM observaties van Gemba Walk - Review operationale KPI: veiligheid, productie, kwaliteit etc - Escalatie items van **KATA/Team board**.	- Grote operationele storingen of problemen met P&L impact naar COO	- GM, LMT	GM





Ga kijken. Laat data richting geven.
Experimenteer. Borg wat werkt.

Van kijken naar begrijpen.
Van begrijpen naar verbeteren.

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