

Kaizen Project Tracker

How-to guide: what the workbook does, how to use it and what every number means.

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Kaizen Project Tracker

Keep every kaizen project in one register and see savings against plan, ROI, payback and the open and overdue projects by area, type and PDCA stage.

For: Continuous-improvement and lean managers, plant managers, project leads and the finance partners who verify savings.

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Quick start

1. On Setup, type your plant name, currency, the year's savings plan and the status date, then replace the example areas and project types.
2. On Projects, add one row per kaizen: area, type, lead, start and target dates, investment and the annual savings it should deliver.
3. While a project runs, keep its PDCA stage current; when it is done, type the completed date and, once finance agrees, Verified = Yes.
4. Read the Check column: anything other than OK names the problem in words.
5. Before each review, set the status date on Setup and open the Dashboard.

What is in the workbook

Start Here	Read this first: what the workbook does and how to use it.
Setup	Savings plan, status date, currency and the lists that feed the dropdowns.
Projects	One row per kaizen project: dates, PDCA stage, investment and annual savings. Net benefit, payback, ROI and status are calculated.
Dashboard	Savings of completed projects against the plan, and the open and overdue projects by area, type and PDCA stage.
Method	How every number is calculated, with assumptions, limits and sources.
Verify	Self-check: the workbook's formulas recomputed on fixed inputs against an independent reference.

What each number means

Quantity	How it is calculated	Units
Net annual benefit	Labor savings + scrap and material savings + other savings - added running cost. Excel: =[@[Labor savings]]+[@[Scrap and material savings]]+[@[Other savings]]-[@[Added running cost]]	currency/yr

Quantity	How it is calculated	Units
Payback	Investment / net annual benefit x 12; 0 for a project with no investment; blank when the net benefit is zero or negative (it never pays back).	months
Annual ROI	Net annual benefit / investment; blank with no investment.	%
Status	Complete when a completed date is typed; Overdue when open past the target date; Due soon when due within the window on Setup; otherwise In progress.	-
On time	Yes when completed on or before the target date. The KPI is on-time completions / completions this year.	%
Days open	Completed - start; for an open project, status date - start.	days
Plan to date	Savings plan x (status date - year start + 1) / days in the savings year, capped at 100%.	currency/yr
Net annual savings, completed this year	Sum of the net annual benefit of projects completed from the year start to the status date.	currency/yr
Savings verified	Net annual benefit of this year's completed projects marked Verified = Yes / all of it.	%
Portfolio payback	Investment of this year's completed projects / their net annual benefit x 12.	months
Monthly and cumulative	Net annual benefit of projects completed in each month, and the running total to the end of each month up to the status date; plan line = plan x month number / 12.	currency/yr

Assumptions, limitations, sources and the self-check (the Verify sheet, which recomputes the workbook's formulas on fixed test inputs) are in the workbook. The last page shows the Dashboard with the example data for Halvorsen Pumps, a fictional business.

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Engineering estimates for planning and improvement work. Verify the results against your own process, data and standards before you rely on them.

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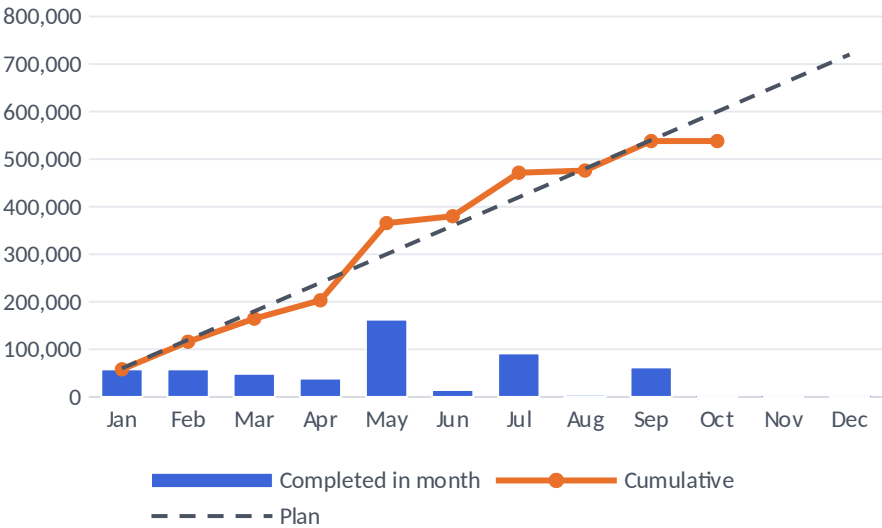
Savings of completed projects against the plan, and the open and overdue projects by area, type and PDCA stage.

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Halvorsen Pumps (example): 30 projects in the register. Savings year from 1 Jan 2026; status as of 9 Oct 2026. Savings are net annual run rates of projects completed in the year.

SAVINGS COMPLETED THIS YEAR (CAD/YR)	PROJECTS COMPLETED THIS YEAR	OPEN PROJECTS	OVERDUE PROJECTS
538,000	24	6	3
Plan to date 556,274	Year start to status date	Not yet completed at the status date	Open past their target date
Near target			

Net annual savings completed, cumulative vs plan



Projects by area and status

