Fellow KAIZENers

We are pleased with our rich history, serving our clients, while strengthening the KAIZEN™ community, through consultation, training and certification programs, seminars and networking events (IndiZen), benchmarking tours, award programs (KMAX) and various publications, including books, training materials and online training.

We are pleased to release our bi-monthly newsletter "Mission Dantotsu"
August 2017 Issue.

Please enjoy reading our newsletter and share your feedback on dsoneji@kaizen.com

"KAIZEN" means improvement. Moreover it means continuous improvement in personal life, home life, social life, and working life. KAIZEN™ means continuous improvement by Involving Everyone, Everyday, Everywhere.
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“The Kaizen Institute has supported Transcorp Hotels Plc to adopt and deploy Kaizen across its two Properties – the Transcorp Hilton Abuja and Transcorp Hotels Calabar- and it helped us improve our operations, build the teams’ engagement and tangibly improved our performance, in visible and measurable ways!”

Okaima Keke Ohizua, Executive Director – Customer Services, Transcorp Hotels Plc
KAIZEN™ Methodology Development History

Kaizen refers to any activities that continually improve all business functions or processes and involves every employee from the CEO (top management) to the assembly line workers.

The current perception in the industry is completely different. Many feel that Kaizen refers to suggestion schemes. Read more about this topic here. Kaizen is a philosophy that focuses both on the process KPI's and the results KPI's. According to Imai San, Kaizen is an umbrella concept and not a tool as symbolized by all. (Imai, 1986).

It is a process that, when done correctly, humanizes the workplace, eliminates unnecessary hard work (both mental and physical), teaches people how to do improvements using scientific methods, and how to eliminate Muda (waste), Mura (variation) & Muri (strain) in business processes. Kaizen is also a most frequently used word in Japan. One can hear of Kaizen in the commercial exchange balance of Japan, in the system of social security or productivity of Japanese companies etc. The distinguishing feature of Japanese management is that they follow process oriented thinking, and not uniquely goal oriented. As a matter of fact, the main difference between Japanese and Western management is in its focus on improvement of all components of production and business process (entire value stream), particularly on such factors as stimulation and involvement of workers and medium ranking managers in the decision making process. The outcome is a process oriented management, with its relevant criteria, against a result oriented management focused on control. While process oriented criteria require long term perspective, result oriented criteria, on the other hand, are focused on short term benefits which keep you motivated & aiming for next level improvements. Process oriented thinking has been one of the key components of the competitive advantage of Japanese industry in the world markets.

Such a difference of focus between Japanese and Western management pervades not only the strategy of improvement of productivity itself, regardless of the working environment, but the concept of quality control itself and this is where many organizations fail.
Kaizen History

The small-step work improvement approach was developed in the USA under Training Within Industry program (TWI Job Methods). Instead of encouraging large, radical changes to achieve desired goals, these methods recommended that organizations introduce small improvements, preferably ones that could be implemented on the same day. The major reason was that during WWII there was neither time nor resources for large and innovative changes in the production of war equipment. The essence of the approach came down to improving the use of the existing workforce and technologies.

As part of the Marshall Plan after World War II, American occupation forces brought in experts to help with the rebuilding of Japanese industry while the Civil Communications Section (CCS) developed a management training program that taught statistical control methods as part of the overall material. Homer Sarasohn and Charles Protzman developed and taught this course in 1949-1950. Sarasohn recommended W. Edwards Deming for further training in statistical methods. The Economic and Scientific Section (ESS) group was also tasked with improving Japanese management skills and Edgar McVoy was instrumental in bringing Lowell Mellen to Japan to properly install the Training Within Industry (TWI) programs in 1951. The ESS group had a training film to introduce TWI's three "J" programs: Job Instruction, Job Methods and Job Relations. Titled "Improvement in Four Steps" (Kaizen eno Yon Dankai) it thus introduced kaizen to Japan.

For the pioneering, introduction, and implementation of kaizen in Japan, the Emperor of Japan awarded the Order of the Sacred Treasure to Dr. Deming in 1960. Subsequently, the Japanese Union of Scientists and Engineers (JUSE) instituted the annual Deming Prizes for achievement in quality and dependability of products. On October 18, 1989, JUSE awarded the Deming Prize to Florida Power & Light Co. (FPL), based in the US, for its exceptional accomplishments in process and quality-control management, making it the first company outside Japan to win the Deming Prize. So Kaizen was first practiced in Japanese businesses after the Second World War as part of rebuilding Japanese industry, influenced in part by American business and quality-management teachers, and most notably as part of The Toyota Way. This revolutionary concept became very popular in Japan in the 1950s and continues to exist. This concept was prevalent in Japan but never came out however it became famous around the world through the works of Masaaki Imai and his first book "Kaizen: Japanese spirit of improvement" (1985). In 1997 Imai introduced an evolved form of Kaizen in his book "Gemba Kaizen: A Commonsense, Low-Cost Approach to Management" to reassert the importance of the shop floor in bringing about continual improvement in an organization. In essence, that translates into something of a corporate 'back to basics' philosophy. Gemba is where the product is actually manufactured, which could mean the assembly line in a manufacturing plant or the place where employees interact with customers in the service sector. It is "the place where the real work is done", as Imai likes to put it.

Today, organizations and companies all over the world use the ‘Gemba Kaizen’ philosophy to improve the productivity, speed, quality and profit at minimal costs, time and effort to achieve
the desired results. Masaaki Imai ‘s organization KICG supports organizations of all sizes in Europe, Asia-Pacific, Africa, the Middle East and South America and in industries.

He is still active and he is both an ambassador and a visionary of the organization. He travels all over the world and takes part in all kinds of conferences to share his unique and convincing messages about Gemba Kaizen and LEAN management. A convincing characteristic of the Kaizen philosophy is both top-down and bottom-up approach because of which a sustainable and stately culture arises and develops.

Awards

In November 1998 he received the Asia-Pacific Human Resource Development Award in recognition of his immense contribution to business efficiency and productivity through the application of the philosophy of step-by-step improvement.

In addition he received the grateful appreciation for the positive and revolutionary impact that his bestsellers – Kaizen and Gemba Kaizen have made on the lives of millions of people around the globe.

In June 1999 he received the Shingo Research and Professional Publication Prize for his book Gemba Kaizen.

![KAIZEN™ Methodology Development History](image)

Mission Dantotsu: e-Newsletter by Kaizen Institute IndAf (India & Africa)
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New Clients

- Five S Assessment
  - Larsen & Toubro Limited, Vadodara

- DOVER
  - Training
  - Dover India Private Limited, Bangalore

- AUROBINDO
  - Kaizen implementation
  - APL Research Centre, Hyderabad

- PARASON
  - Kaizen Conclave
  - Parason Machinery Private Limited, Aurangabad

- Roca
  - Kaizen Assessment & Conclave
  - Roca Bathroom Products Private Limited, Indore

- INARCO
  - Consulting Support
  - Inarco Ltd, Bhavnagar

- Venues
  - Kaizen Assessment & Conclave
  - Robi Axiata Limited, Bangladesh

- FORZA
  - Kaizen Assessment
  - Forza Medi India Pvt Ltd, Gurgaon

- MEDI INDIA
  - Kaizen Assessment
  - Uganda Bati Ltd, Uganda

- UGANDA
  - Kaizen Assessment
  - Fourrts (India) Laboratories Pvt Ltd, Chennai

Mission Dantotsu: e-Newsletter by Kaizen Institute IndAf (India & Africa)
Kaizen Institute provides consulting, training, and lean enterprise transformation services to companies in Europe, Asia-Pacific, Africa, Middle East and the Americas. Our service portfolio primarily focuses on consulting, training, benchmarking, and qualification (certification) areas.

Here given is a "Voice of our customer" on 7 QC Tools & Poka Yoke training by Ms. Karishma Seth, Mercedes Benz.

**Voice of Customer**
*Video Testimonial*

Seeing is Believing
*Photos*

When used correctly, real photos from the Gemba (Real Place) tells a complete story of the transformation.

This is an important tool that can be used to present the story. It really helps us to see something before we can accept that it was really like this.

"True learning happens by using your hands or by doing it"

In order to support application of theory to practice, tools like Simulation Game helps the participants of our training program learn the concept by doing it. This gives them a hands-on training where they learn do apply the concept via a simulation game.
A3 case study offers a simple and structured approach to report solutions to a problem in one single sheet. This one sheet reports may include a problem, root cause, actions taken, or to be taken, photos (before/after), and results & benefits.

Essentially it leads to identification & elimination of wastes of big reports/ sheets in order to control processes.

Below given is the A3 Case Study of one of our clients on "Reduction in Lead Time to allocate Public Grievances/ Complaints"

**Problem:**
- Lead time to allocate grievances / complaints to respective Ministries / Departments / State Gvts for redressal – 4 to 15 days
- A non-grievance but important letter to xxx was traceable after 3 to 5 days because of wrong allocation by receiving section (DAK)

**Root Causes:**
- Disjointed – Dislocated Process steps (Ref Spaghetti Diagram)
- Batch process – Habit of piling Inventories at different stages
- Because of lack of space in xxx, Public Grievance section operating from another building – 1.5 Km away from xxx
- Muda of motion & transportation because of dislocated sections
- Lack of ownership since no visibility of end-to-end process
- Sections involved working in Silos – Blaming culture.

**Solution Approach:**
- Every activity in each stage from receipt to dispatch was studied and grouped under VA & NVA
- Spaghetti Diagram & SWIM Lane map prepared to understand the extent of 5 Muda
- 5 S implemented in existing xxx block – Freed up 1500 Sq. ft area because of which entire Public Grievance (PG) section (30 to 35 employees) could be located in xxx.
- Process change – from batch to Cellular layout by merging DAK & PG sections. New name - CMMU (Central Mail Management Unit).

**Benefits:**
- Lead time brought down to SAME day (max next day 12 noon)
- Incidence of wrong marking within xxx – is almost ZERO.
- Even if non-grievance letter marked to PG section, it is traceable on same day.
- For the first time in 25 to 30 years, PG section Officers & Staff are sitting in xxx (sense of belonging – High Morale)
- 1500 Sq. ft freed-up space is equivalent to Rs 150 Million savings as per conservative Real estate value

**KAIZEN™ Knowledge**

Operational Excellence: An answer to curb the effect of recession. [read more](Article from our official blog)
The 31-year Journey of Kaizen Institute

It has been 31 years since Masaaki Imai wrote “Kaizen: The Key to Japan’s Competitive Success (McGraw Hill 1986)”, and the founding of Kaizen Institute. Future historians will undoubtedly mark this date in 1986 as one of the turning points in the progression of quality, productivity, and labor-management relations. Indeed, we believe that KAIZEN™, along with information technology and the globalization of supply chains and services, are the top three economic innovations of the 20th century and these will have made a lasting positive effect on the world economy into succeeding centuries.

In 1985 almost nobody knew what KAIZEN™ was, personal computers were only just starting to open new horizons for productivity and Cell phones was a breaking technology. Back in 1985, there was a fear by many western industrialists and business commentators, of Japan taking over the US economy. Many suspected the Japanese of somehow cheating, or possessing a cultural secret that made their rapid post-war success possible. The answer was much simpler: slow and steady continuous improvement following the scientific method; this is what we call KAIZEN™ and it remains foreign and difficult for many to practice even until this day.

In the beginning the aims of Kaizen Institute were humble ones. As Masaaki Imai travelled the world sharing what he had learned about KAIZEN™ and business excellence from Toyota and other companies, he saw that people were hungry for more knowledge. He needed to develop more teachers to spread the knowledge about KAIZEN™ more quickly. The result was the formation of Kaizen Institute in Switzerland as a knowledge-based education company in 1985.

As Kaizen Institute expanded rapidly across Europe and the United States, it naturally became a consulting and training company because of the practical and hands-on nature of KAIZEN™ teaching; KAIZEN™ cannot be understood without doing. In the decade that followed the publication of Masaaki Imai’s first book, a growing number of leaders read it and sent their executives to Japan to study from the best examples of KAIZEN™. They brought back commonsense ideas and KAIZEN™ management systems, which they put into practice, often with the assistance of Kaizen Institute.

Seeing how serious many of these companies were in learning about KAIZEN™, Masaaki Imai took some time out from his traveling and speaking to write his follow-up book “Gemba Kaizen (McGraw Hill 1997)”, a Commonsense Low-cost Approach to Management. This book proved to be even more influential than the original. It featured over 20 case studies from companies worldwide who had adopted KAIZEN™. Readers were rewarded with a more comprehensive and in-depth explanation of how KAIZEN™ was to be made part of a company’s management system. “Gemba Kaizen” brought to light the importance of focusing on the customer and by empowering the people...
closest to the front lines to make change, bottom up.

“Gemba Kaizen” also recovered Training Within Industry (TWI) from the dustbin of history, explaining the key role that TWI played in Japan’s post-war rebuilding, in Toyota’s frontline management development, and ultimately in the development of KAIZEN™.

The book emphasized the gemba as the source of value within a company, and how the management team must reorient itself to support and enable continuous improvement by everyone.

In its second decade, Kaizen Institute became a truly global company, expanding to India, Africa, Latin America, opening locations in more than 20 countries. As the global community of Kaizen Institute consultants and teachers grew larger, this brought new languages, cultures, experiences and perspectives on how to teach KAIZEN™ worldwide. Clients also demanded a broader, more comprehensive and systematic way of applying KAIZEN™ to their business. This resulted in the development of the KAIZEN™ Management System (KMS) in 2006. Mature clients recognized the need to develop and certify larger numbers of in-house KAIZEN™ experts, a need Kaizen Institute answered by establishing the KAIZEN™ College approach to expert certification.

A decade later, more than 20,000 experts had been qualified worldwide and Kaizen Institute has expanded to more than 35+ business units, based in various cities within Europe, the Americas, Asia-Pacific, Middle East and Africa.

“... slow and steady continuous improvement following the scientific method; this is what we call KAIZEN™”
Wheelbarrow Story

There was once a huge bridge building company up north that oversaw all the new construction in their state. They had an employee named George whose only responsibility was to take larger rocks from a pile.

He took these rocks, placed them in his wheelbarrow, and rolled them over to a conveyer belt that took them to the plant to be processed. Day in and day out George did his job and never complained.

After years of doing this and never hearing anything from managers or anyone else he got bored and started slacking off. A few days later George decided that his job had little importance and he would just take the day off and relax.

Mid-afternoon the entire plant shut down as they no longer had rocks to process. The plant manager was named John and he drove out to see what was wrong and found George taking an extended break. John was taken back to see George sitting around when the entire plant had just shut down.

John asks George "Why are you just sitting around?" George explains, "My job is so boring and after years of working here I do not see the benefit of my job. All I do is haul rocks from the pile to the conveyer belt." John could see that George did not see the bigger picture. John then said, "George you are the most important person I have working for me. We are in the business of building bridges and to do that we need lots of concrete. Our plant is the one that furnishes all the concrete to build these bridges. George, you are the first person in the process as the rocks you send down the conveyer are crushed into smaller stones that are used in the concrete mix. Without you doing your part the entire process breaks down." George's entire expression changed as he learned the important part he played. He was not hauling rock he was an important part of a bridge building team."

Moral

Unless your team members understand their importance in the overall process, any idea you try to implement will break down.

Conceptual ideas rarely become actual actionable processes unless the lowest positioned person on the team understands and buys into the idea the upper management is trying to implement.

Nine times out of ten that idea dies before it gets implemented.
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