October 2015

Mission Dantotsu: E-Newsletter from Kaizen Institute AIM (Africa, India, Middle East)

KENYA AND KAIZEN:
A REMARKABLE ENCOUNTER
BY GWENDOLYN GALSWORTH,

I’d like to tell you about my trip to sub-Saharan Africa. My first time. I had been invited to deliver a keynote at the 11th annual Kaizen conference, sponsored by The Kaizen Institute and KAM (Kenyan Association Manufacturing) in Nairobi, Kenya. That morphed on the second day into a seminar on Visual Thinking. This was not my usual keynote or seminar. Not for me. It was special because I had the great pleasure of meeting over 100 very savvy practitioners of continuous improvement, lean, and workplace visuality, with gurus Vinod Grover taking the lead.

Over the course of the first day, I got to listen to many case studies from African companies that had been on the improvement journey, some for as long as a decade. Here’s a sample of what I learned.

KARIKI FARMS: Meeting the flower demands of Europe is the challenge the 1200 employees at Kariki Farms face every day. Correction: not employees but value-adders. “Innovation is easy,” we learned, “maintaining standards are difficult.” Eunice Mbuga, Group HR Manager, was joined on the podium by co-founder/CEO, Richard Fernandes, and Josphine Karega. “You have to really believe in your value-adders. You have to trust them, recognize them and, most of all, appreciate them.” We all agree!

CONINX: MD Nihal Shah revealed two of Coninx’s keys to creating a culture of entrepreneurs. The first: gamify work—set daily, weekly, and quarterly wins…and go after them. The second: reading—read books. Reading books is “a core value for personal and corporate growth.” Everyone reads from the same book list, together and in order. Everyone shares and applies what’s on the page. Everyone learns. The company grows, as does everyone who works in it. I was blown away. Aren’t you?
UBBINK: Haijo Kuper, MD, was joined by Bernard Gachomba and Martin Mutinda. Ubbink, a solar panel manufacturer, grows teams and the people in them. As part of this, it implemented a Japanese-style suggestion approach called Teian— but with a twist. The person suggesting an idea is called the proposer, not the suggester. “After all,” Kuper pointed out, “You don’t suggest marriage. You propose it!” And whoever proposes a teian (improvement idea) implements it. “How many Teian cards did you implement this month?” Excellent!

TRANSCORP HILTON: When the very capable Okaima ‘Keke Ohizua (Executive Director/Customer Service/Hilton Group) started the improvement journey she knew she faced the “Been There/Done That/Got the T-Shirt” challenge. So she focused on helping the people in room service, housekeeping, and engineering improve their work by seeing that work differently—visually. In the laundry, for example, separating linens into color-coded bags cut down that task by half: 2.5 hours, instead of 5.0 hours. Ms. Ohizua promised to send me a photo of those bags. When she does, we’ll share it with you.

Hearing these conference speakers (and many others), it was a stretch for me to consider Kenya simply a developing country. These companies were acute in their understanding of kaizen, process improvement, results KPIs and process KPIs, and the people side of success. Their understanding was world-class and their application quickly approaching the same.
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Kaizen Happenings

On 9th Oct 2016
Shrimivas Engineering Auto Components Pvt. Ltd.

Anand J Marne
Vivek Kolakhe
Mallikarjun S Halole
Rajesh Vaidya
Rajiv Deshpande
R V Belhe

14th & 15th Sep 2015 @Mumbai
Organized by Marcusevans
As an Associate Sponsor

Manufacturing Excellence Forum

Past Events

28th Oct 2015 @New Delhi
Organized by CII
As a Delegate

India-Africa Business Forum
Public Training Programs - Upcoming

- **2nd & 3rd Nov**
  - Standard Work - Key to Sustenance
    - Design WWW - Work Without Waste

- **4th Nov**
  - The Structured Way to Make Improvements
    - Improvement can be learnt - follow the 8 steps

- **23rd & 24th Nov**
  - Practical Application of AM (Jishu Hozen) - The TPM® Way
    - The First 3 Steps to Develop Equipment Component Operators

- **23rd Nov**
  - Manage Visually Manage Wisely
    - Bring your Performance Within Control

- **7th & 8th Dec**
  - Mizusumaishi, Kanban & Supermarket - Lean “in-factory” Logistics
    - Create Pull Flow

- **7th & 8th Dec**
  - Building JIT Supply Chains in India
    - Cut Waste from Logistics

- **9th Dec**
  - Lean Workstation Design
    - Simplified Work, Productive Work
Kaizen Assessment
Kenafic Bakery Ltd, Nairobi

Kaizen Assessment
Aditya Birla Insulators, Panchmahal

Kaizen Assessment
Extra Dimensions Co. Ltd, Nairobi

Kaizen Assessment
Apparel Group, Dubai

Training & Implementation
Kalpataru Ltd, Mumbai

NEW CLIENTS ON BOARD

Team KI @AIM
Mr. S.V. Subramaniam

Joined as
Corporate Trainer & Senior Consultant
Vice President - QM
Supreme Nonwoven Ind. Pvt. Ltd.
Chief Executive
Hawkins Cookers Ltd
Production Engineer
Ashok Leyland Ltd

Work Experience of 43 Years

Education
Diploma Holder in Mechanical Engineering
Business Management
Certified in Manufacturing Executive
Voice Of VIP

Mr. Taahir Moola

General Manager - total vehicle quality management

BMW Plant, Chennai

Established in 2007

Products
- The BMW 1, 3, 5 & 7 Series
- The BMW 3 Series Gran Turismo
- The BMW X1, X3 & X5

Mumbai
- Chennai
- Gurgaon

Challenges before Kaizen
- Changing mindset of all
  - To make it a culture

BMW India Pvt Ltd, Chennai

Kaizen Journey

Employee Benefits
- Engagement
- Focus on KPIs
- Awareness of Individual Ownership
- Contribution

Business Benefits
- Transparency
- Performance

Work harmonization
- Clear objectives and accountability

Cultural Benefits
- Teamwork
- More open & interactive workplace

Leading by example
- Importance of Continual Improvement
- How to achieve Long-term & Sustainable result
- The biggest ‘waste’ is hidden waste

Learnings

Advice to new entrants
- Small contribution results in big achievements!
- Involve everyone
Kaizen Story

The truth about bad habits

A wealthy man requested an old scholar to wean his son away from his bad habits.

The scholar took the youth for a stroll through a garden. Stopping suddenly he asked the boy to pull out a tiny plant growing there. The youth held the plant between his thumb and forefinger and pulled it out. The old man then asked him to pull out a slightly bigger plant. The youth pulled hard and the plant came out, roots and all.

"Now pull out that one," said the old man pointing to a bush. The boy had to use all his strength to pull it out. "Now take this one out," said the old man, indicating a guava tree. The youth grasped the trunk and tried to pull it out. But it would not budge.

"I – It's impossible," said the boy, panting with the effort.

"So it is with bad habits," said the sage. "When they are young it is easy to pull them out but when they take hold they cannot be uprooted."

The session with the old man changed the boy's life.
Moral Of the Story

- Kaizen is nothing but moving from current (bad) set of habits to better set of habits
- Habits can be changed but if changed at the right time
- If habits take hold they cannot be changed or uprooted or it may take time to do so.