**Mission Dantotsu**

*A journey towards excellence.....

E-Newsletter from KAIZEN Institute (Africa/India/Middle East)

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**Kaizen Quote**

"Excellent firms don't believe in excellence - only in constant improvement and constant change." – Tom Peters

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**Message from the director**

**Is it 7 or 8 or 9??**


Somewhere down the line people started talking about the 8th waste - that of under-utilized or un-utilized human potential. One wonders about the origin of this 8th?

As early as 1984, the Japanese version of Canon Production System (the English version was published) talked of ‘9 types of wastes hidden in everyday operations’. Their 9 wastes were (pages 17, 18 of the English version):

1. Waste caused by work-in-process
2. Waste caused by defects
3. Waste in equipment
4. Waste in expenses
5. Waste in indirect labor
6. Waste in planning
7. Waste in human resources
8. Waste in operations
9. Waste in startup
They were categorized under

**Products:** 3 wastes [Quality - defects; Cost - planning; Delivery Time - work-in-process].

**Resources:** 5 wastes [people - operations, indirect labor, human resources; equipment; money - expenses].

**Startups:** 1 waste

Although this seems to be the very first version of where 'human resources' is mentioned as a waste; the context seems to differ from TPS's 7 wastes. When & how this waste got added to the TPS7 is not clear. Why did the TPS7 became the more popular version; & not the CPS9? May be just because Toyota was the origin!!

There is no doubt that being finicky about number of wastes could itself be termed as a Muda (non value-adding) or waste! As long as we understand the essence of waste, and are able to identify-reduce all kind of wastes; and identify-eliminate some kinds of wastes, we are on the right track!

However, I feel that there was a corollary, perhaps an un-intended consequence of not listing out a specific waste - the 8th one, so explicitly! The entire body-of-knowledge around 'Lean' seemed to revolve around finding countermeasures for the TPS7! Not much literature was available to counter the 8th one! After so many years of 'tool based Lean', only in recent years attention has started getting to the 8th waste – TWI (the 3 J programs), A3s, Toyota Kata etc. are addressing it.

The above recognition has triggered the theme of **IndiZEN 2014**, the 5th National Convention on Operational Excellence planned at Hotel Hyatt, Pune on Feb 11 & 12. This year’s theme is ‘**Employee Excellence for Operational Excellence**’. The TWI Guru, Donald Dinero from the US will be a keynote speaker. He has authored two books

1. **Training Within Industry – the Foundation of Lean** (Winner of the Shingo Award)
2. **TWI Case Studies** - *Standard Work, Continuous Improvement & Teamwork*  
   (Interestingly, this book contains some of our own case studies from India & Africa!)

We invite readers to mark their calendars & register themselves quickly for this remarkable event & draw inspiration from professionals& fellow practitioners who are expected to throng the event in large numbers.

We, the Kaizen Institute team, look forward to seeing you in Pune.
Why is it so? Not that these two initiatives are in direct conflict. They co-exist. Both have a role. Rather, an organization will do well to lean out its processes before automating them. Enlightened CEOs make the best of both these opportunities. One such exemplary story...
one of our Kenyan friends

QUOTE

I am really excited to let you know that Kenafric Industries successful implementation of SAP
This after establishing a Go Live record of 86 days!
Shirish Belapure holds a post graduate degree in Pharmacy from Nagpur University and Post Graduate Management Certification from Indian Institute of Management (IIM) Ahmedabad. He has an experience of manufacturing and packaging of pharmaceuticals for about 35 years. Currently he is the President in Zydus Cadila and is responsible for manufacturing of formulation across all units of Zydus. He is with Zydus since February 2001 and has taken several initiatives to his credit in globalizing the manufacturing of Zydus.
KAIZEN Story

Once there was a king who received a gift of two magnificent falcons from Arabia. They were peregrine falcons, the most beautiful birds he had ever seen. He gave the precious birds to his head falconer to be trained.

Months passed and one day the head falconer informed the king that though one of the falcons was flying majestically, soaring high in the sky, the other bird had not moved from its branch since the day it had arrived.

The king summoned healers and sorcerers from all the land to tend to the falcon, but no one could make the bird fly. He presented the task to the member of his court, but the next day, the king saw through the palace window that the bird had still not moved from its perch. Having tried everything else, the king thought to himself, "May be I need someone more familiar with the countryside to understand the nature of this problem." So he cried out to his court, "Go and get a farmer."

In the morning, the king was thrilled to see the falcon soaring high above the palace gardens. He said to his court, "Bring me the doer of this miracle."

The court quickly located the farmer, who came and stood before the king. The king asked him, "How did you make the falcon fly?"

With head bowed, the farmer said to the king, "It was very easy, your highness. I simply cut the branch of the tree where the bird was sitting."
Few lessons from the story........

[moral]

1) We are all made to fly - to realize our incredible potential as human beings. But instead of doing that, we sit on our branches, clinging to the things those are familiar to us.

2) The possibilities are endless but for most of us they remain undiscovered

3) We conform to the "familiar" the comfortable the mundane. So for the most part, our lives are mediocre instead of exciting, thrilling and fulfilling

4) Let us learn to destroy the branch of fear we cling to and free ourselves to the glory