Continuous improvement is essential for the strategy of the best companies in today’s world. For its success, it is crucial that team members of all levels have a dedicated involvement. This will help boost continuous improvement ideas and the implementation of best work practices.

The logic behind the Kaizen College Training Program is to provide practical training at all hierarchical levels, as well as a space for reflection and exercising methods of improvement. It is about developing continuous improvement skills in all team members as a way to enforce progress in every process.

We hope that Kaizen College’s training offer is recognized for its added value in the development of Kaizen Lean Continuous Improvement skills.
Masaaki Imai founded Kaizen Institute - the original Kaizen Lean management consulting group - in 1985. Since then, Kaizen Institute has grown and is now spread out over 40 local offices worldwide, counting on trained professionals who work with Kaizen Lean methods in every sector.

Kaizen is the Japanese word for “continuous improvement”. More than a method, it is considered a philosophy that supports organisations in designing and implementing ways of working that establish continuous improvement in a sustainable way. The goal is to enable organisations to gain competitive advantage through increased productivity, quality and employee motivation, by the elimination of waste, reduction in processing times and optimisation of equipment.

Three decades after Masaaki Imai published the book “Kaizen: The Key to Japan’s Competitive Success”, Kaizen is still used daily in the business world, with increased recognition in different economic sectors.

Kaizen College is a training program made for all hierarchical levels and functional areas of organisations. It was created to develop skills in continuous improvement through theoretical as well as practical knowledge, acquired with simulation games and case studies. Kaizen College’s mission is to develop new skills, convey knowledge and enable every employee to contribute to the improvement of their organisation's results.
Kaizen Change Management is a model that helps organisations achieve growth results.

This improvement system requires 5 types of activities: Kaizen Targets, Daily Kaizen, Leaders Kaizen, Project Kaizen and Support Kaizen.

Kaizen College training is organised around these 5 activities, where each one has a specific target audience and answers a different question.
<table>
<thead>
<tr>
<th>AWARENESS</th>
<th>EXPERTS</th>
<th>TOP MANAGEMENT</th>
<th>MANAGEMENT TEAM LEADERS</th>
<th>GEMBA TEAM LEADERS</th>
<th>CONTINUOUS IMPROVEMENT MANAGERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>06 Kaizen Foundations</td>
<td>08 Kaizen Manufacturing</td>
<td>18 Kaizen Leadership</td>
<td>19 Kaizen Management Teams</td>
<td>20 Kaizen Team Leaders</td>
<td>21 Kaizen Support Teams</td>
</tr>
<tr>
<td>07 Kaizen Office Live</td>
<td>09 Kaizen Logistics &amp; Supply Chain</td>
<td></td>
<td></td>
<td></td>
<td>22 Kaizen Lean Hub</td>
</tr>
<tr>
<td></td>
<td>10 Kaizen Maintenance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>11 Kaizen Quality</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>12 Kaizen Healthcare</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>13 Kaizen Healthcare with Workshop</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>14 Kaizen Project Management</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>15 Kaizen Product Development</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>16 Kaizen Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>17 Kaizen Services with Workshop</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The Kaizen Foundations seminar is designed to help understand the basic principles of operational excellence, whilst teaching Kaizen tools and techniques, as well as their practical application in the workplace.

Kaizen tools seek to solve problems through scientific methods, based on teamwork. It is a daily improvement of all employees and all company operations.

GOALS
- Learn how to overcome natural resistance to change and develop an attitude that is open to new ideas
- Get to know how to identify and measure waste
- Learn the Kaizen (continuous improvement) foundations
- Get to know Kaizen principles and tools for problem-solving and the improvement of processes
- Get to know successful Case Studies of implementing a Continuous Improvement Culture

PROGRAM
- Introduction to Kaizen and Kaizen Management System
- Kaizen Foundations
- Paradigms and resistance to change
- MUDA (waste) and Added Value
- Kaizen Change Management Model
- Case Studies
- 5S, Standardisation and 3C
KAIZEN OFFICE LIVE

GOALS
• Learn how to overcome the natural resistance to change and develop an attitude open to new ideas
• Get to know how to identify and measure waste
• Learn the Kaizen (continuous improvement) foundations
• Observe continuous improvement tools in a real environment (office)
• Get to know successful Case Studies of implementing a Continuous Improvement Culture

PROGRAM
• Introduction to Kaizen and Kaizen Management System
  - Kaizen Foundations
  - MUDA (waste) and Added Value
  - Kaizen Change Management Model
  - Case Studies
  - TSM Model: Total Service Management
• Office Visit to observe the following tools:
  - 5S
  - Kanban
  - Visual Management and Standardisation
  - Team Boards
  - Process Improvement
  - Dynamic Work Plan
  - Kaizen Improvement System

The Kaizen Office Live training provides understanding of the importance of continuous improvement in service areas. Attendees will be familiarised with main concepts and benefits by observing real life cases.
The Kaizen Manufacturing course addresses continuous improvement in an industrial environment. Its main goal is to teach attendees how to organise a company in order to achieve operational excellence.

Attendees will learn how to use the tools that will help increase productivity, as well as reduce costs and lead time.

GOALS
- Identify which improvement tools best suit the problems that need fixing
- Get acquainted with the Toyota Model of Improvement
- Understand Total Flow Management
- Prepare to lead Improvement Projects in Production Areas
- Learn how to define improvement solutions to optimise production and logistics
- Learn how to increase profitability in industrial processes
- Get to know practical success cases of applying Kaizen Lean in Industrial sectors

PROGRAM
- Introduction to Kaizen and Kaizen Management System
- Added Value and Waste in Production and Logistics
- Total Flow Management Model
- Creating Flow in Production
  - Line Design
  - Border of Line
  - Standard Work
  - SMED
  - Low Cost Automation
- Flow in Internal Logistics
  - Supermarkets
  - Mizusumashi
  - Kanban and Junjo
  - Levelling
  - Pull Planning
- Simulation Exercises
- Case Studies
GOALS
• Identify and measuring Waste in storages
• Understand the impact of using Kaizen Lean tools in storage operation
• Get to know different storage solutions, with their advantages and disadvantages
• Learn how to create operation flow in storage logistics
• Define key indicators and measuring methods to follow storage performance
• Get to know successful case studies of applying Kaizen Lean in storages and transports

PROGRAM
• Storage
  - Stability Conditions
  - Kaizen Principles of Storage
  - Main Storage Wastes
  - Infrastructures and Logistical Means
  - Flow creation strategies (Inbound and Outbound)
  - Capacity Planning
• Transportation
  - Main Wastes
  - Planning and Load
  - Route Optimisation
• Case Studies

The Kaizen Logistics and Supply Chain course teaches attendees to optimise logistical operations.

The goal is to develop the skills needed to design and implement solutions to improve logistical processes.

This will contribute to the increase of profitability in storage and transportation processes.

KAIZEN LOGISTICS AND SUPPLY CHAIN

The Kaizen Logistics and Supply Chain course teaches attendees to optimise logistical operations. The goal is to develop the skills needed to design and implement solutions to improve logistical processes. This will contribute to the increase of profitability in storage and transportation processes.
KAIZEN MAINTENANCE

The Kaizen Maintenance training program addresses continuous improvement in terms of equipment efficiency and maintenance.

The program helps to understand how to effectively manage maintenance teams and how to boost equipment use with the least possible resources.

GOALS
- Understand the potential of applying Kaizen in Equipment and Plant Maintenance
- Know how to apply Kaizen methods to improve equipment efficiency, employee involvement, increase equipment lifespan, reduce maintenance costs and eliminate waste (Muda)
- Learn principles and actions to get to 0 accidents, 0 losses, 0 flaws and 0 damage
- Get to know case studies of Kaizen Lean in maintenance warehouses and transportation

PROGRAM
- Kaizen Management System
- Total Productive Maintenance Model
  - Kobetsu Kaizen
  - Autonomous Maintenance
  - Planned Maintenance
  - Training
  - Early Equipment Management
  - Quality
  - Safety and Environment
  - Kaizen Office
- The 7 MUDA (wastes) applied to equipments
- Machine 5S
- Maintenance Scorecard
- Daily Kaizen in Maintenance
- Corrective Maintenance
- Predictive Maintenance
- Preventive Maintenance
- Standard Work of Healing Activities
  - Optimisation of Annual “Shutdown” Maintenance
- Tools for Maintenance Improvement
  - OEE: standard speeds and efficiency improvements
  - Kobetsu: 8 steps for troubleshooting
  - Managing Maintenance Material stocks
- Kaizen Maintenance Lean Audits
- Case Studies
The Kaizen Quality training program addresses the importance of quality in continuous improvement. Its main goal is to help develop methods of effective quality improvement that bring financial gains to organisations.

GOALS
- Understand the role of quality in a continuous improvement strategy
- Learn how to develop a zero faults strategy
- Learn the most used methods of quality improvement
- Know how to select the most adequate tool for each type of problem
- Get to know successful case studies of applying Kaizen Lean in quality

PROGRAM
- Introduction to Kaizen and Kaizen Management System
- Added Value and Waste in Quality
- 7 Kinds of Waste in quality
- Total Quality Control Model
  - Improvement Cycle vs Standardisation Cycle (PDCA/SDCA)
  - Methods of Structured Problem Solving
  - Differential Analysis
  - Poke-Yoke (Anti-Error Systems)
  - Autonomous Quality
  - 6 Sigma in a Kaizen Lean perspective
- Case Studies
KAIZEN HEALTHCARE

GOALS
- Understand the role of continuous improvement in the healthcare area
- Gain a better understanding of best practices in the sector
- Learn how to improve Quality and Productivity of Healthcare Services
- Learn about strategies of increasing added value for patients
- Get to know successful case studies of applying Kaizen Lean in the health sector

PROGRAM
- 7 kinds of Waste in Healthcare
- 5S, Standardisation and 3C
- Daily Kaizen in the natural teams
- Boards and Team Meetings
- Process Mapping
- Standard Work
- Layout Design
- Supermarkets
- Mizusumashi
- SMED
- Kobetsu Kaizen (Structured Problem Solving)
- Case Studies

The Kaizen Healthcare training program teaches continuous improvement practices in the Healthcare sector.

Its main goal is to prepare attendees to implement Improvement Projects through the design and enforcement of improvement solutions in the different areas of healthcare units.
KAIZEN HEALTHCARE WITH WORKSHOP

The Kaizen Healthcare training program teaches continuous improvement practices in the Healthcare sector.

Its main goal is to prepare attendees to implement Improvement Projects through the design and enforcement of improvement solutions in the different areas of healthcare units.

GOALS
• Understand the role of continuous improvement in the healthcare area
• Gain a better understanding of best practices in the sector
• Learn about strategies of increasing added value for patients
• Identify ways of improving patient experience in different Hospital areas
• Get to know successful case studies of applying Kaizen Lean in the health sector
• Apply Kaizen Lean tools learned during the program to real life situations

PROGRAM
• 7 kinds of Waste in Healthcare
• 5S, Standardisation and 3C
• Daily Kaizen in the natural teams
• Boards and Team Meetings
• Process Mapping
• Standard Work
• Layout Design
• Supermarkets
• Mizusumashi
• SMED
• Kobetsu Kaizen (Structured Problem Solving)
• Case Studies
• 2 day workshop in company
• Project Presentations
KAIZEN PROJECT MANAGEMENT

The Kaizen Project Management training program focuses on managing projects from a continuous improvement perspective. Its main goal is to teach attendees how to increase quality and profitability, whilst shortening project deadlines.

GOALS
• Understand the role of continuous improvement in the success of a project
• Learn the Toyota method to manage projects - achieve better quality results, reduce costs, lead time and time to market
• Learn strategic, tactical and operational tools for better project management

PROGRAM
• Transition from a Traditional Management Method to a Lean Project Management
  • Lean Project Management Principles
    - Project Release
    - Project Design (Milestones, Stage Gate Models)
    - Project Mapping
    - Last Planner System
    - Obeya Control
    - Risk Kanban
    - Project Standards
• Project Management Practical Exercises
• Case Studies
The Kaizen Product Development training program addresses continuous improvement from the perspective of developing new products.

Its main goal is to clarify how to develop superior quality products (Best Sellers), whilst respecting budget and shortening time frames (Time to Market).

**KAIZEN PRODUCT DEVELOPMENT**

**GOALS**

- Improve Quality and Speed in Conceptual Design of New Products using the new Set Based Engineering paradigm
- Learn how to design Products and Processes with Lean principles applied at Toyota (LCM and 3P techniques)
- A new Product Development Paradigm, the IDM Model: Innovation and Development Management

**PROGRAM**

- Set Based Engineering techniques:
  - Customer Interests Boards
  - Feasibility Planning
  - Learning Cycles
  - Integration Events
- Lean Capacity Management techniques
- 3P techniques: Production Preparation Process
- Simulation Games
- Case Studies
KAIZEN SERVICES

GOALS
• Prepare attendees to implement Improvement Projects in Services and Support Areas
• Understand the benefits of continuous improvement in transaction areas
• Enable attendees to design and implement improvement solutions for transaction processes
• Get to know successful case studies of applying Kaizen Lean to services

PROGRAM
• MUDA (waste) Model in services – Total Service Management Model
  - Process Flow
  - Workflow Design
  - Standard Work
  - Low Cost Automation
  - Quality in Processes
  - 3C
  - Problem Solving
  - Auto-Quality Matrix
• Simulation Exercises
• Case Studies

The Kaizen Services training program addresses the continuous improvement of service companies and departments. Its main goal is to increase the focus on the client and on what represents true added value.

This program allows attendees to understand the application and implementation of continuous improvement, as well as its potential benefits.
The Kaizen Services training program addresses the continuous improvement of service companies and departments. Its main goal is to increase the focus on the client and on what represents true added value. This program allows attendees to understand the application and implementation of continuous improvement, as well as its potential benefits.

GOALS
- Prepare attendees to implement Improvement Projects in Services and Support Areas
- Understand the benefits of continuous improvement in transaction areas
- Enable attendees to design and implement improvement solutions for transaction processes
- Get to know successful case studies of applying Kaizen Lean to services

PROGRAM
- MUDA (waste) Model in services – Total Service Management Model
  - Process Flow
  - Workflow Design
  - Standard Work
  - Low Cost Automation
  - Quality in Processes
  - 3C
  - Problem Solving
  - Auto-Quality Matrix
- Simulation Exercises
- 2 day workshop in company
- Project Presentations
The Kaizen Leadership training program addresses continuous improvement from a strategic perspective.

Its main goal is to help create and sponsor continuous improvement systems in any kind of organisation.

GOALS
- Understand the role of continuous improvement in the organisation's performance
- Get a comprehensive understanding of good practices of the market
- Develop the role of leadership in implementing continuous improvement strategies
- Raise awareness of top management for the potential of practicing continuous improvement

PROGRAM
- What is Kaizen Lean
- Benefits of applying Kaizen Lean
- Managing Change
- The importance of Leadership in the success of strategies
- International Benchmarking
- How to organize the company to assimilate Change
- Visit to a Kaizen Lean Organisation
KAIZEN MANAGEMENT TEAMS

The Kaizen Management Teams training program shares continuous improvement best practices in Management Teams.

Its main goal is to help understand how following through with a continuous improvement strategy is a direct result of the role and intervention of Management teams.

GOALS
• Improve Management Processes for Strategic Planning and Implementation
• Learn how to make a Strategy Deployment Plan (Hoshin Kanri) and how to monitor its implementation (A3)
• Improve management teams’ performance and achieve Strategic Goals

PROGRAM
• Introduction to Kaizen
• Kaizen Change Management Model
• Kaizen Leadership: The role of management in continuous improvement
• Strategy Deployment (Hoshin Kanri)
• Daily Kaizen Model for Executives
• Case Studies
KAIZEN TEAM LEADERS

The Kaizen Team Leaders training program addresses continuous improvement from a team management perspective.

Its main goal is to understand that real Improvement is made up of daily improvements in a bottom-up format, rather than by isolated projects. This dynamic helps to consolidate other projects implemented in the organisation.

GOALS
- Prepare Team Leaders for the implementation of continuous improvement operational techniques
- Develop the skills of Managers and Team Members to improve their areas and work processes
- Create an Improvement Culture, starting at the organisation's “Gemba”
- Learn how to implement a standardised system of management and improvement of the natural teams' performance

PROGRAM
- Introduction to Kaizen
- Kaizen Change Management Model
  - Daily Kaizen Model
  - How to Implement - Team Development Program Model
- Simulation Games
- Case Studies
KAIZEN SUPPORT TEAMS

The Kaizen Promotion Office training program’s purpose is to train continuous improvement managers. Its main goal is to share tools that will help manage projects and monitor results.

GOALS
- Understand the role of continuous improvement in the performance of an organisation
- Prepare PMOs to manage and coordinate Continuous Improvement activities
- Contribute to the structure and organisation of continuous improvement activities in the whole company

PROGRAM
- Continuous Improvement Methods
- Managing Change from the PMOs standpoint
- Tools to Manage Initiatives
  - Obeya Room
  - Project A3s
  - Stage Gates Model
  - Portfolio and Capacity Management
  - Risk Management
- Qualification and Communication Plans
- Audits
- Case Studies
KAIZEN LEAN HUB

Lean Hub is a web platform used to monitor results and actions of improvement activities. Information is accessible from anywhere and at any time. It also works as an information archive for the activities taking place within an organisation.

In the digital age, Lean Hub lets you track the performance and progress of your organisation in real time.

GOALS
• Prepare Team Leaders to implement continuous improvement methods in operation teams
• Develop Management and Team Members’ skills to improve their work areas and processes
• Create an Improvement Culture, starting at the organisation’s Gemba
• Learn how to implement a standardised management and performance improvement system for the natural teams

PROGRAM
• Introduction to Kaizen
• Kaizen Change Management: How to manage change in organisations
• Daily Kaizen Model
  - Daily Kaizen Planning
  - Team Organisation
  - Space Organisation
  - Standardisation
  - Process Improvement
• Team Development Program Model: How to Implement Daily Kaizen in several teams at the same time
• Simulation Exercises
• Case Studies