



HIGHLIGHTS ABOUT ETHIOPIAN KAIZEN FOR TICAD CONFERENCE

Kaizen Excellence Center

August /2022

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1. Kaizen to Ethiopia

July 2008(GC)



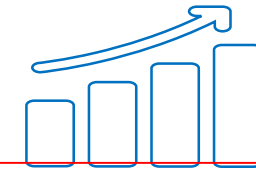
- Tokyo International Conference on African Development (TICAD)– Initiates Desire For Kaizen
- Ethio - Japan agreement for technical support

Pilot project
2009- 2011



- 30 manufacturing companies
- 18 months pilot project
- EKI establishment by council of ministers (with 256/2011 regulation)

EKI 2011- 2020



- Second and Third EKI –JICA project
- EKI Structured in 4 core & 1 corporate sectors
- Focused on manufacturing industry
- Started service sector kaizen
- **In 2021 Named KEC**
- **Fourth EKI-JICA project on Comprehensive kaizen on going**

2. Mission, Vision and Values of KEC

Mission

Ensuring the *competitiveness capability* of manufacturing and service industries through implementing research-driven and tailor-made Kaizen training and consultancy.

Vision

Becoming a preferred center of capacity building for quality, productivity and business capability in Africa by 2030.

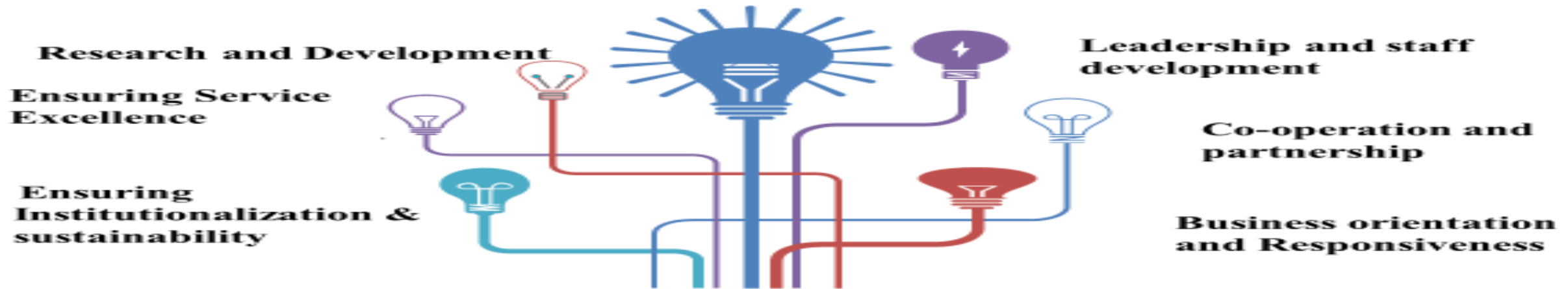
Our Values

- Quality
- Continual Learning For Excellence
- Respect For People and Teamwork
- Exercise and Value Professionalism
- Strategic Cooperation and Partnership

Our MOTO

Committed To Competitiveness!

3. Strategic Issues /Focus Area/ of KEC



4. Our Services



**Kaizen Award
Certification**

**Consultant
Certification**



5. Our Kaizen Definition

“Philosophy of **continual, participatory and self-disciplined** change management”

- ✓ Implemented with the **highest level of commitments** at all levels(owners, leaders and employees)
- ✓ Aim at creating new and advanced corporate culture to catch-up world class competitiveness".

Emai, Keijiro Otsuka and others



- Through Kaizen, **change the mind-set of individuals** within a workplace so that everyone says “Let’s make today better than yesterday.” (**Human Innate Desire**)

Collin McLoughlin and Toshihiko Miur-2018



Transformed Industrious Culture for **Better Society**

6. Our Kaizen Transfer Approaches

The Case of Ethiopia

Test

Institutionalize

Implement

Sustain

Own

- Culture Change
- Government Driven
- Institutionalized & Comprehensive Approach

7. Our Kaizen Level

1. KAIZEN Management

2. KAIZEN Systems

3. KAIZEN Tools

Comprehensive/ Advanced Level Kaizen

1. KAIZEN Management

1. Advanced KAIZEN Management
 - i. Innovation Management
 - ii. Global Production Management
 - iii. Value Management
2. Advanced KAIZEN leadership-Lean Leadership

1. 2. KAIZEN Systems

1. IKT (Innovative KAIZEN Team)
2. TPM
3. Advanced Analytical Systems
 - i. Competitive Analysis
 - ii. Financial Analysis
 - iii. Value Analysis
 - iv. Business Modeling
 - v. Business Systems Analysis
 - vi. Idea generation methods

3. KAIZEN Tools

1. Value engineering
2. Quality function deployment
3. FMEA (Failure Mode Effect Analyses)
4. FTA (Fault Tree Analysis)
5. Reliability Engineering
6. SMED (Single Minutes Exchange of Die)
7. TRIZ
8. Off-shoring
9. Production Sharing

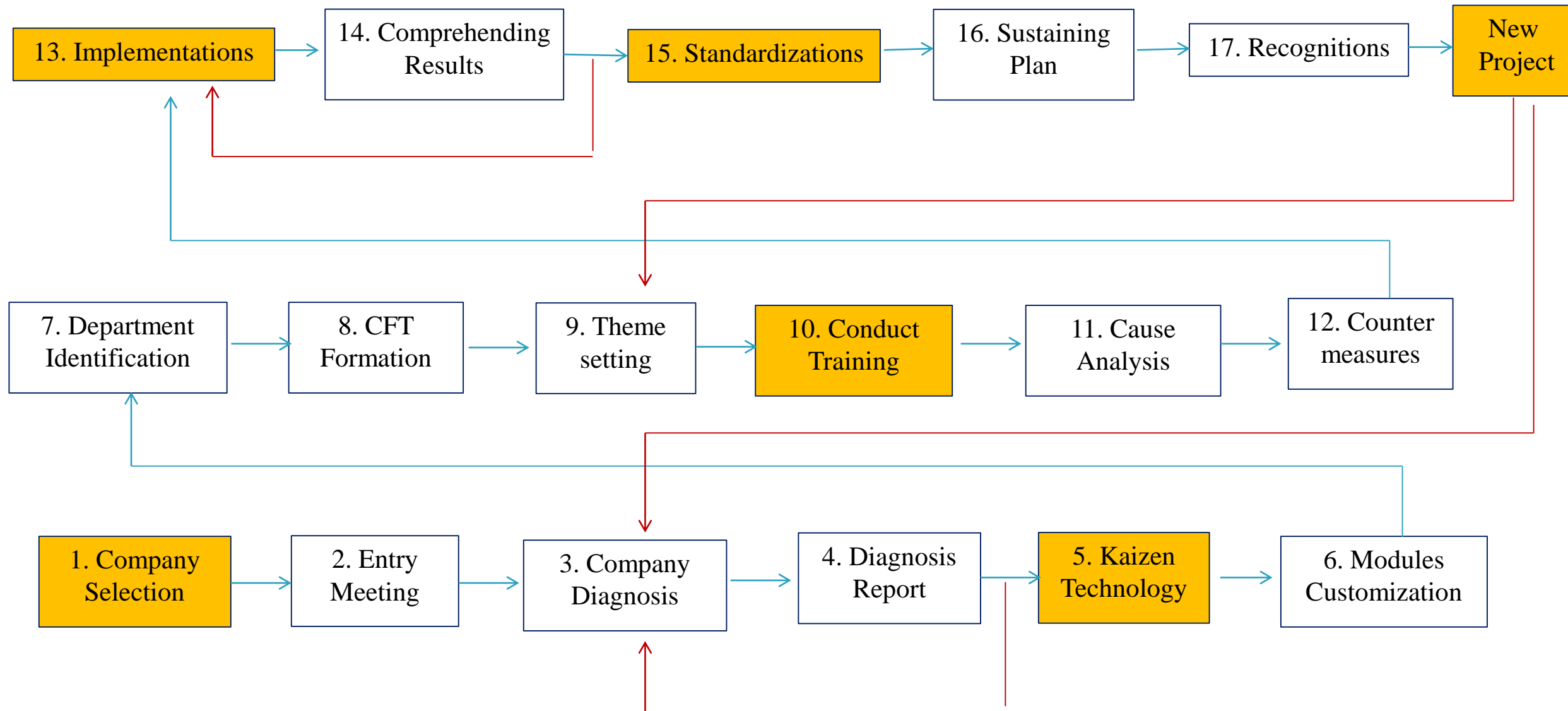
Expected Outcome - Innovation Management

1. Excelled Management
2. Lean Leadership

1. Implementing advanced K-System
2. Company Model and Brand

1. Practicing advanced K-Tools
2. World Standard

8. Our Kaizen Implementation Flow Diagram



9. Our Achievements

A. Training Service

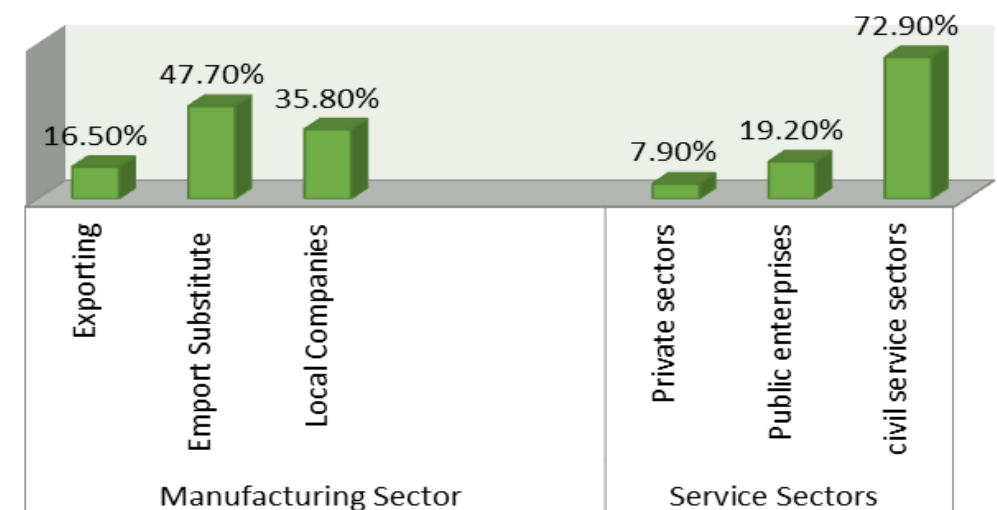
- ✓ For more than **1000 industries**
- ✓ **More than 151,448** (employees & management)
- ✓ Cross functional teams, **more than 3,171**

B. Consultancy Service:

- ✓ More than **18,000** QCCs (KT)
- ✓ Intermediate level kaizen, **101 companies**
- ✓ Partial Productivity **39%**, cost reduction **43%**, quality improvements **46%**, delivery **58%** and machine performance **37%** (2015 -2019)
- ✓ Monetary value, about **4 billion**



Kaizen Coverage by Sector



C. KEC Human Resource Development

- **73 MSc holders** (66.36% of core staff)
- **5 PhD** (2%)- on progress
- 4 JICA projects (**86 trained core staff**)
- Over sea trainings (**Japan, Malaysia, Argentina**)
- Certifications (50% of core staff and more than **30 private consultants**)



D. National Kaizen Award



E. Astonishing performance in African **Kaizen Award** and Experience sharing

- MAA Garment & Textile PLC – **Outstanding (2019)**
- Amhara Water Well Drilling Enterprise – **Excellent (2019)**
- Mesfin Industrial Engineering -2020
- Ethiopian sea transportation & Logistic service -2020
- Horizo Addis Tyre - **Outstanding (2021)**
- Ethiopian pharmaceutical agency - **Excellent (2021)**



Kaizen Experience Sharing

1. **Zambia**
2. **Tanzania**
3. **DRC**
4. **Kenya**
5. **Ghana**
6. **Djibouti**
7. **South Africa**
8. **Sudan**
9. **12 African Countries in A.A**
10. **New York**
11. **African countries parliament members**



H. Infrastructure - Kaizen Excellence Center (TICAD) Under construction



I. Kaizen Impact

Working Towards

1. Improved Business **Mindset**
2. Improved Relationships (Management-Workers)
3. Improved **Quality & Productivity**
4. Reduced Cost of Production
5. **Delivery Time Improvement**
6. Safe & Conducive Work Environment
7. Realizing & Promoting **Team dynamism**
8. Develops a sense of Mutual benefits
9. Enhanced **Competitiveness**
10. Improved **Corporate Culture** (for Better Society)



10. The FUTURE KEC (2022-2032)

1. A pioneer institution to boost productivity in the nation.
2. A hub of continental Kaizen dissemination and third country training.
3. An exemplary research center that brings policy issues to African nations in relation to quality and productivity.
4. Able to create model and globally competitive firms by promoting comprehensive Kaizen as a handholding service.
5. Become one of a center for regional and continental integration.