



HIGHLIGHTS ABOUT KAIZEN EXCELLENCE CENTER

PRESENTED

TO

AFRICAN KAIZEN AWARD CONFERENCE

OCTOBER , 2022

CAMEROON

Contents

1. Introduction
2. Main activities of KEC and achievements
3. Our partners and projects
4. Challenges and opportunities
5. Strategic issues and the future of KEC

1.1. Kaizen to Ethiopia

July 2008(GC)



Pilot project
2009- 2011



EKI 2011- 2022



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

- 30 manufacturing companies
- 18 months pilot project
- Former EKI was establishment by council of ministers (with **256/2011 regulation**) as **government non profit organization Accountable for MOI**

- From 2011-2015 Accountable for MOI and from 2016-2021 accountable for MPH
- In 2022 named KEC by 504/2022 regulation of the establishment New Manufacturing Industry Development Institute which is accountable for Ministry of Industry)



1.2. 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

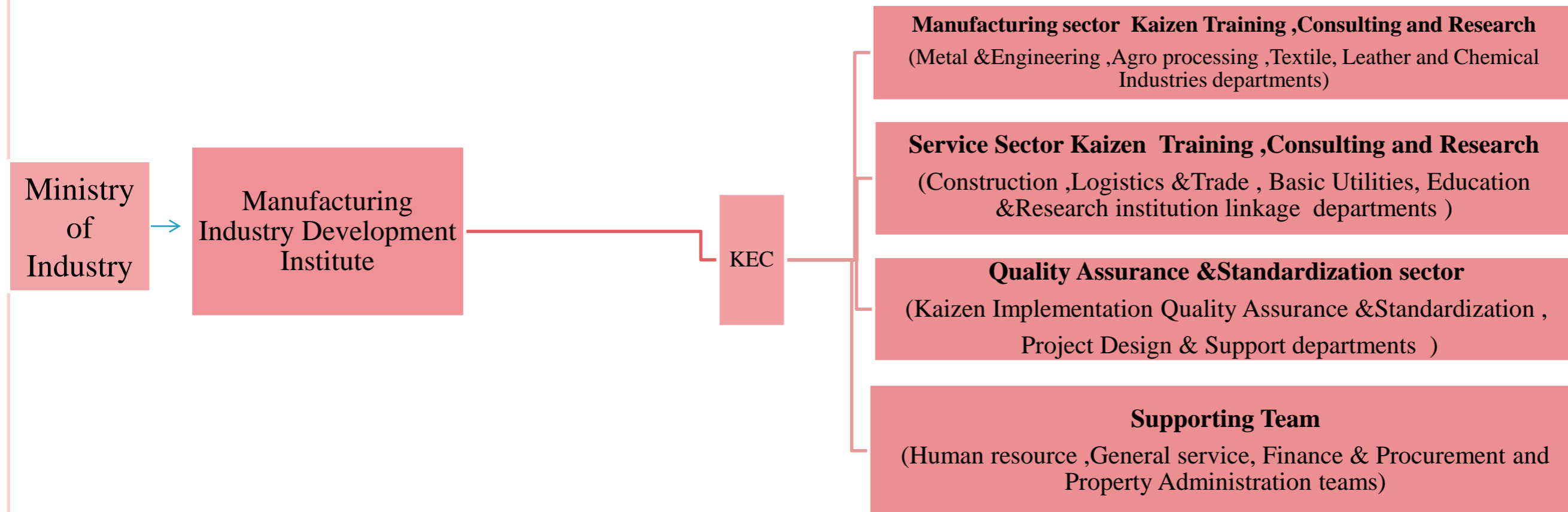
Our MOTO

Committed To Competitiveness!

1.3. Profile of KEC

- **Established in 2011**
- **Government and non profit organization**
- **Now 3 core sector with 11 core departments and 4 supportive team**
- **Total 140 permanent staff (110 consultants and 30 administrative)**

<Current Organization Structure>



1.4. Kaizen and national policy implications

- Building a competitive and productive economy at macro level as a high level intervention.
- Kaizen in the context of the Manufacturing Industry Policy; a strategy for industrial development and competitiveness
- Kaizen and “*Ethiopia Tamirt Movement*”
- Kaizen in the service industry; a tool for service excellence

2. Main Activities of KEC

2.1 Our Services



Kaizen Award



**Consultant
Certification (Both
Private and KEC)**



**Kaizen Audit and
Kaizen Training
Material preparation**

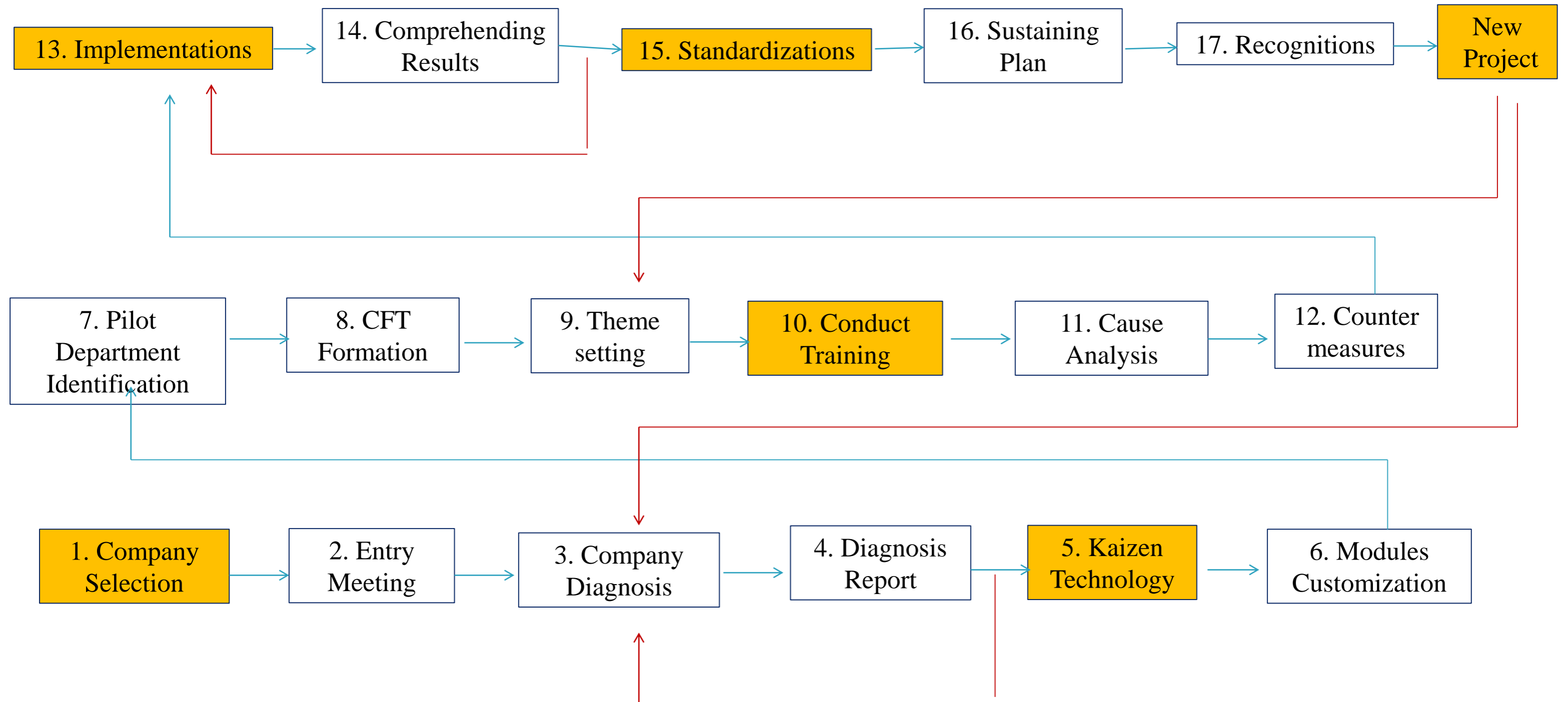
2.2 Our Kaizen Transfer Approaches/Model



2.2 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		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	

2.3 Kaizen Implementation Flow Diagram



2.4 Achievements

A. Training Service

- ✓ For more than **1,000 Manufacturing and Service industries**
- ✓ **More than 160,000** (employees & management)
- ✓ For more 20,000 Kaizen team (QCC) and more than 3400 Cross functional teams Training.

B. Consultancy Service:

- ✓ Consultancy service provided for more than 800 industries
- ✓ Basic and Intermediate level kaizen consulting service were provided for QCCs (KT) CFT and steering committee established in those industries .
- ✓ As the result of consulting service partial productivity 15-39%, cost reduction 10-43% quality improvements 5-46% delivery improvement 15-58% and machine performance 10-37% .
- ✓ Monetary value, about 4 billion Ethiopian birr saved.

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)

C. Kaizen Consultant Certification

- We developed strong CARS system (Certification Accreditation and Registration System)
- Three level kaizen certification Were developed, **5s certification for Industry practitioner** , **Basic Kaizen and Comprehensive kaizen Certification** for KEC and private kaizen consultant .
- Paper and oral test assessment were given for three round and so far more than 50% of KEC consultants and 30 private kaizen consultants are certified .



D. Kaizen Award

- We also developed Ethiopian Kaizen Award system
- So far we provided Award for six times



E. KEC Human Resource Development and Research

- **Trained 73 at MSC level** (66.36% of core staff)
(6 in Japan universities)
- **5 PhD** (2%)- on progress
- **86 Core staff trained in different three JICA projects**
- Over sea short term trainings for **(Japan, Malaysia, Argentina) for KEC Consultants and management**



- More than **10 Researches** were done by researcher in our research directorate in addition to the academic research done by our consultant for the fulfillment of MSC Program .
- **11 Basic Kaizen Training books ,Research and Best Proceeding** were Published

F. Astonishing Performance in African Kaizen Award

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



G. 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

Visit of African countries parliament members in one of the company implemented kaizen



H. Infrastructure – Kaizen Excellence Center (TICAD) Under construction to be completed march 2023



Design



Picture as of September 2022

3. Development Partners and Projects



- **Phase 1: 2009 – 2011 (Pilot) The Study on Quality and Productivity Improvement (Kaizen) in Ethiopia Completed**
- **Phase 2: 2011– 2014 Capacity Building for Dissemination of Quality and Productivity Improvement (Kaizen) Completed**
- **Phase3:(2015 – 2020) Capacity Development for Kaizen Implementation for Quality and Productivity Improvement and Competitiveness Enhancement in Ethiopia Completed**
- **Phase 4: 2021 – 2026 Establishing Comprehensive Kaizen Support System for Enhancing Firm Competitiveness in the Federal Democratic Republic of Ethiopia (Kaizen +MMI) on going**
- **Skills assessment and development of the training programs to mitigate the skills gaps in the small- and micro-enterprises (SKY) Project (JICA-Nagoya University-KEC) on going**
- **Kaizen In Health With (Ministry of Health -JICA –KEC) Project on going**



- Sustaining Competitive and Responsible Enterprises (SCORE) programme that improves productivity and working conditions in small and medium enterprises ILO–KEC Project.
- First round from 2020-2021 Competed (20 companies & 20 KEC consultant participated in the project.
- Second round SCORE project 2022-2023 in which 20 Companies and 20 consultants are participating is on going.
- It is helping to diversify our service package



ETHIOPIAN INDUSTRIAL ENGINEERS ASSOCIATION

Working together on Kaizen Consultant certification and Kaizen Award



Working Jointly on Masters and PhD degree in Quality and productivity improvement (Kaizen) program

World Vision Ethiopia (World Vision - Ethiopia)



Working together on Hospital Kaizen Project



TECHNOSERVE
BUSINESS SOLUTIONS TO POVERTY

Working on private kaizen consultants Capacity building and certification

4. Opportunities and Challenges

4.1 Opportunities

- Government support and Industrialization policy has given due consideration for quality and productivity improvement
- Continual JICA support through EKI- JICA projects
- Companies readiness for cost sharing Scheme
- New Centre of Excellence building will help generating new income stream
- Availability of governmental & non-governmental agencies could boost cooperation scheme

4.2. Challenges

KEC

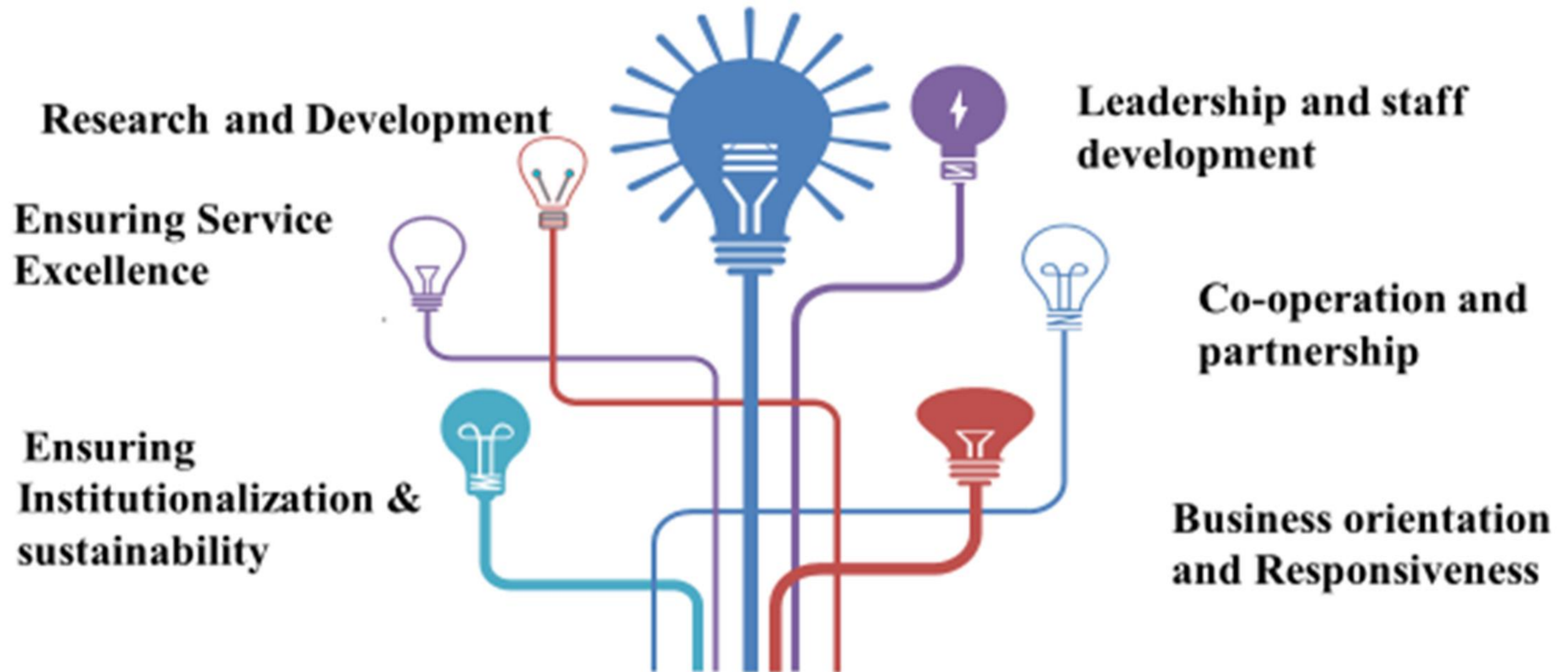
1. **Companies diagnosis**, limited depth (with respect to QCDSM)
2. Implementations sustainability gaps (cultural shift)
3. **Recognition and award gaps** for best performing companies (with respect to government incentives)
4. Limited research and development practices
5. Limited coverage (as compared big populations and thousands of industries)

Implementing Industries limitations

1. Top Management commitment gaps in some companies (failure to own Kaizen)
2. Failure to sustain great Kaizen Achievements
3. Dependency on KEC support for Training and Consultancy (Poor TWI practice)
4. Lack of consistency in recognizing best performing individuals & teams
5. High turn over Employees and Leaders

5.Strategic Issues and Future of KEC

5.1 Strategic Issues of KEC/ Focus Area/



5.2 The Future of 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.**

Thank you for you attention!!