KAIZEN Knowledge Sharing Seminar
Addis Ababa
Introduction

Name: Asmawadi Mohamed

Position: Senior Consultant

Organisation: MPC

Qualification: Bachelor of Banking

Year of Experience: Since 2007 - Present

Area Of Expertise: Problem Solving, Continuous Improvement

(Such as QCC, Lean, Six Sigma etc)
Introduction

National Productivity Centre

Joint project between the United Nations and the Federal Government with ILO as the executing agency

1962

National Productivity Corporation

National Productivity Council (Incorporation) Act No.19 amended as the National Productivity Corporation

1991

Malaysia Productivity Corporation

The new name Malaysia Productivity Corporation was gazetted on 21st February 2008

2008
The leading organisation in productivity enhancement for global competitiveness and innovation.

VISION
MISSION
MPC

To deliver high impact services towards achieving performance excellence through innovation for the betterment of life.
Objective

01 Providing value-added information on productivity, quality, competitiveness and best practices through research activities and databases.

02 Developing human capital and organisational excellence for building a knowledge-based society through training, systems development and best practices.

03 Conducting review on regulation and promoting Good Regulatory Practice to create a more competitive business environment.

04 Nurturing innovative and creative culture for productivity and competitiveness through partnership programmes.
LOCAL AND INTERNATIONAL STRATEGIC PARTNERS

Australia
EU
New Zealand

Thailand
Singapore
Taiwan

Indonesia
Republic of Korea

Agensi Inovasi Malaysia

Fujifilm
SIRIM
PENIAGAWATI

PERODUA
macri
IMD

World Economic Forum
Fraunhofer
Malaysia Experience in Promoting Kaizen Through Team Excellence
MPC Towards a Quantum Leap Impact on Productivity and Innovation

- **1960**: Management Training & Advisory Services
- **1990**: Research & Systems Developments
- **1995**: Productivity & Efficiency Enhancement
- **2000**: Benchmarking & Best Practices
- **2005-2010**: Competitiveness & Innovation
- **2010-2015**: High impact productivity & innovation drivers
- **2016-2020**: Unlocking the Potential of Productivity

**Average Annual Productivity Growth in Malaysia**

- **2001-2005**: 3.1%
- **2006-2010**: 2.6%
- **2011-2015**: 2.3%
- **2016-2020**: Target 3.7%

**Source**: Computed from Department of Statistic Malaysia

**5-6% GDP Growth**

**9.4% Private Investment Growth**
FLAGSHIP PRODUCTS

TEAM EXCELLENCE

FLAGSHIP PRODUCTS

CSI

BE

EIIP

TEAM EXCELLENCE

MYinnovationTREE

GP

Quality Environment

iCOMPASS

iPLWS
TEAM EXCELLENCE

ICC / QCC
SIX SIGMA
LEAN
TRIZ
5S/QE
KAIZEN
MCS/MFCA

ADOPTED METHODS

Start Promoting TE in 2013........
THE TRANSFORMATION JOURNEY.
From ICC/QCC to TEAM EXCELLENCE

1982
- Quality Control
  - Basic problem solving
  - Production line

Early 1990’s
- Product Improvement
  - Extended to product and process improvement
  - Participation extended to other personnel on invitation basis

Late 1990’s
- Cross Functional
  - Cross functional participation
  - Involvement of executive and managerial levels

Early 2000s
- Innovation & Creativity
  - Focus on value creation, breakthrough ideas
  - New patents
  - Benchmarking
# TEAM EXCELLENCE FRAMEWORK

## Culture Building and Assessment Criteria

<table>
<thead>
<tr>
<th>Awareness</th>
<th>Capacity &amp; Capability Building</th>
<th>Sharing of Best Practices/Benchmark</th>
<th>Recognition/Award Achievement</th>
</tr>
</thead>
</table>

### Team Formation
- **Mind Set Change**
  - Talk
  - Briefing
  - Exhibition
  - Promotion
- **Soft Skill Training**
  - Team Building
  - Communication Skills
  - IT Skills
- **Stakeholders’ Identification**

### Project Implementation
- **Training**
  - TE Tools & Techniques
    - Lean;
    - 7 New Tools
    - 6 Sigma
    - TRIZ
    - 7 QC Tools and etc.
  - Systematic Problem-Solving Framework
    - PDCA
    - DMAIC
    - 7 Steps
    - 8 D’s; and etc.
- **Productivity Improvement**
- **Company Level Intervention**
- **Project Guidance and Coaching**
- **Development of TE Champion/Specialist**
- **Communication with Stakeholders’ - Project Skills Training**

### Project Deployment
- **Conventions**
  - Mini
  - Regional
  - National
- **Publications**
- **Online Registration**
- **TE Portal**
- **Collections of Innovations**
- **Stakeholders’ Buy In & Updates**

### Institutionalisation
- **Local**
- **International (ICQCC, ITEA, IETEX)**
- **Patent / Trademark / Copyright**
- **Certification**
- **Stakeholders’ Endorsement**

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Stakeholders’ Involvement
PLATFORMS FOR SHARING OF BEST PRACTICES PROJECTS

A systemic approach:

- **Build Capabilities**
  - Nurturing Excellence in Teams

- **Platform for Assessment**
  - Team Competitions
    - (In-house/ MPC TE Conventions)

- **Recognition & Awards**
  - National Level

- **Recognition & Awards**
  - International Level
    - ITEA, IETEX, ICQCC, IPQC, etc

*Transformation. Innovation. Partnership*
EXAMPLES OF PROJECTS

HIGH PERCENTAGE OF NON-REVENUE WATER (NRW)

Project Title
Eliminate Manufacturing Waste For Productivity Improvement At Assembly Test

GOAL Objective
Monthly Productivity Increase at least 8% (with implementation of Dynamic Test condition change 150°C).

Project Duration
February 2012 to March 2013

Data Obtained
Brainstorming, Application of QC Tools, Wastes Identification, On-site Study, Historical Data

PROJECT TITLE
High scattered radiation during mobile radiography examination.
Transformation. Innovation. Partnership
STATISTICS ON TEAM EXCELLENCE @ A GLANCE

NUMBER OF TEAMS 1985 - 2014

- MINI: 3697
- REGION: 2732
- NATIONAL: 121
- INTERNATIONAL: 994

TOTAL: 7,544

NUMBER OF ORGANISATIONS 1985 - 2014

- MINI: 1889
- REGION: 1244
- NATIONAL: 806
- INTERNATIONAL: 130

TOTAL: 4,069

CATEGORY OF PROJECTS 2007 - 2014

- Product Innovation Success Rate: 92
- Improving Products and Services: 273
- Reduction of ‘Downtime’: 90
- Improving Work Efficiency: 156
- Improving Quality of Services: 189
- Improving Service Delivery: 225
- Improving Product Innovation: 96

TOTAL: 1,121
Mini Convention
- Five Sessions
- 94 Teams
- $28 Million Dollar

Regional Convention
- Five Sessions
- 311 Teams
- $107 Million Dollar

National Convention
- One Session
- 220 Teams
- $200 Million Dollar
STATISTICS ON TEAM EXCELLENCE
JANUARY – DECEMBER 2015

OVERALL ACHIEVEMENT

457 Organisations

659 Teams

RM764 M
($191M)
ON-LINE TEAM EXCELLENCE INFORMATION SYSTEM

www.mpc.gov.my
Summary of Report

Among Information Recorded
- Total Organisations by Sectors/Size
- Total Teams by Sectors/Size
- Total Projects by Sectors/Size
- Total Cost Savings
- Break-up by Years
The Objectives.

➢ To collate and share the innovative projects that add value to the organisations with the aim of becoming an integral part of the reference and benchmarking processes.

➢ To recognise the excellent teams that have successfully implemented the projects in their respective organisations.
### SUMMARY OF REPORTS

#### GENERAL SUMMARY

<table>
<thead>
<tr>
<th>Sector</th>
<th>Total of Organisation</th>
<th>Total of Team</th>
<th>Total of Project</th>
<th>Total of Cost Saving (RM)</th>
<th>Time (Hour)</th>
<th>Work Process</th>
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<tbody>
<tr>
<td>Private</td>
<td>109</td>
<td>158</td>
<td>107</td>
<td>11,352,486</td>
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<td>Electrical and Electronic</td>
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<td>26</td>
<td>14</td>
<td>2,264,361</td>
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<tr>
<td>Manufacturing</td>
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<td>103</td>
<td>57</td>
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<td>Services</td>
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<td>67</td>
<td>36</td>
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<tr>
<td>Public</td>
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<td>133</td>
<td>66</td>
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<td><strong>Total</strong></td>
<td><strong>200</strong></td>
<td><strong>331</strong></td>
<td><strong>187</strong></td>
<td><strong>25,647,900</strong></td>
<td><strong>17,890,239.07</strong></td>
<td><strong>443</strong></td>
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#### SUMMARY BY SIZE OF ORGANISATION

<table>
<thead>
<tr>
<th>Size of Organization</th>
<th>Total of Organisation</th>
<th>Total of Team</th>
<th>Total of Project</th>
<th>Total of Cost Saving (RM)</th>
<th>Time (Hour)</th>
<th>Work Process</th>
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<tr>
<td>Ministry</td>
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<td>84</td>
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<td>Local Authority</td>
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<td>20</td>
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<tr>
<td>Multinational</td>
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<td>58</td>
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<td>8</td>
<td>2</td>
<td>128,007</td>
<td>1</td>
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<td><strong>Total</strong></td>
<td><strong>220</strong></td>
<td><strong>338</strong></td>
<td><strong>128</strong></td>
<td><strong>17,733,113</strong></td>
<td><strong>17,881,204.16</strong></td>
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#### TOTAL OF TEAM BY SECTOR

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<th>Sector</th>
<th>ICC</th>
<th>QE</th>
<th>Lean</th>
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<tbody>
<tr>
<td>Private</td>
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<td>2</td>
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<tr>
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<tr>
<td>Manufacturing</td>
<td>102</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Services</td>
<td>0</td>
<td>0</td>
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</tr>
<tr>
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#### SUMMARY BY YEAR

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<th>Total of Project</th>
<th>Total of Cost Saving (RM)</th>
<th>Time (Hour)</th>
<th>Work Process</th>
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<td>2013</td>
<td>36</td>
<td>72</td>
<td>17,700,403</td>
<td>39</td>
<td>26</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>331</strong></td>
<td><strong>187</strong></td>
<td><strong>25,647,300</strong></td>
<td><strong>17,890,239.07</strong></td>
<td><strong>443</strong></td>
</tr>
<tr>
<td>No</td>
<td>Title</td>
<td>Organization Name</td>
<td>Team Name</td>
<td>Project Savings</td>
<td>Year</td>
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<td>1</td>
<td>PUNCAK NIAGA (M) SDN BHD</td>
<td>3 EQ</td>
<td>RM</td>
<td>2013</td>
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<td>2</td>
<td>PANASONIC MANUFACTURING MALAYSIA BERHAD</td>
<td>THE AMAZING PLASTIC</td>
<td>RM</td>
<td>2013</td>
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<tr>
<td>3</td>
<td>MAJLIS PERBANDARAN KLANG</td>
<td>TASK FORCE QE III</td>
<td>RM</td>
<td>2013</td>
<td></td>
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<td>4</td>
<td>SIME DARBY PLANTATION SDN BHD</td>
<td>LADANG NEW LABU</td>
<td>RM</td>
<td>2013</td>
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<td>14</td>
<td>ANALISIS SISA BAKI RACUN PEROSAK DALAM SAMPEL TANAH MENGAMBIL MASA LAMA</td>
<td>DEPARTMENT OF AGRICULTURE SARAWAK</td>
<td>Q.E.C.E.R.S.</td>
<td>RM 165,687.7</td>
<td>2013</td>
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<td>15</td>
<td>ANTENA BASE SLANTING</td>
<td>PERUSAHAAN OTOMOBIL NASIONAL SDN BHD (PROTON)</td>
<td>ASPIRE</td>
<td>RM 53,890.64</td>
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<tr>
<td>16</td>
<td>BILANGAN MAJIKAN BERDAFTAR YANG KURANG</td>
<td>PEMBANGUNAN SUMBER MANUSIA BERHAD</td>
<td>PRIME</td>
<td>RM 6427.50 /2</td>
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</tr>
</tbody>
</table>
COLLECTION OF INNOVATIONS

- Collection of Malaysia’s best-practices on team excellence projects.
- As a reference material for benchmarking purposes.
- Published annually
- Total of 7 Volumes as of now
- Total of 420 projects.
ABOUT THE STUDY

**Part 1**: TEAM EXCELLENCE

Part 1 is to uncover and understand the **personal benefits** (growth, achievements) and **outcomes** from the respondent in his or her **organisation**, when participating in projects that **promote productivity, team excellence, and innovation**.

**Part 2**: INNOVATION

Part 2 is to solicit views on the state and culture of innovation in the organisations focusing on understanding of the current perceptions of innovation, existing Innovation processes, and drivers/barriers to innovate.
THE RESPONDENTS..

The most common average age band of TE team members is 31-40 years.

Almost half of TE team members are non-executives, followed by fresh graduates/supervisors/junior executives.
59% of respondents work in very large companies with more than 1000 employees in Malaysia, while another 28% have between 201 to 1000 employees.
On average, the respondents deemed the impact of TE to the organisation as slightly higher than moderate (i.e. rating of 3.2 on average, where 3 is moderate impact & 4 is high impact).

On average, respondents at all position levels believe the biggest impact to the organisation is "process/efficiency improvements" (except top management, who view a slightly bigger impact to the organisation being "better employee engagement & collaboration."

The lowest felt impact (slightly less than moderate) is "External publicity" & intellectual property).
IMPACT TO PERSONAL DEVELOPMENT

- It is encouraging that Team Excellence participants on average rated each of the personal benefits as of “moderately high impact” (rating of around 3.5 on average, where 3 is moderate impact & 4 is high impact).
- Across the board, respondents at all position levels believe the biggest impact to the) is "higher self-confidence", followed by "improved communication/presentation skills".
Respondents’ expectations are generally satisfactorily met with regards to some of the forms of TE encouragement. "Monetary rewards or compensation" is only at "meets expectations"; it is worth noting thought that about half the respondents rated it as slightly below expectations.

Analysis by position levels revealed that:

- "Leadership support and trust" is the factor that at respondents across all position levels are most satisfied with, but it is not yet exceeding expectations on average.
- Most often, the group occasionally citing "exceeds expectations" (on some elements) were the managers/ project leaders.
- "non-monetary rewards" is generally deemed as below expectation by upper management.
AMONG OUR PARTNERS...

1. American Society for Quality (United States)
   - First time participation as observers at World Conference on Quality and Improvement 2013
   - First time sent teams to International Team Excellence Award 2014. Two teams were selected as finalists.
   - Continue submitted projects for ITEA 2015

2. Union of Japanese Scientists and Engineers (Japan)
   - Collaborate in training and seminar.
   - Participate in International Conference Quality 2014
     - 14 Teams
     - 124 participants

3. Singapore Productivity Association (Singapore)
   - Participate annually in IETEX since 2012.
   - Study mission and visit best practices in Singapore
   - Collaborate in training and seminar
OUR PARTNERS…

4. Wahana Kendali Mutu (Indonesia)
- Participate annually in International Quality & Productivity Conference (IQPC) since 2012.
- Collaboration on study mission and visit of best practises in Indonesia

5. International Convention on QC Circles
- Participate annually in International Convention on QC Circles (ICQCC)
- ICQCC Committee member

6. Asia Pacific Quality Organization (APQO)
- APQO Committee member
MPC’S FUTURE SUPPORT TO MTCP/TCTP

OBJECTIVES

To assist MTCP/TCTP in the transformation of African’s society to a competitive and stable economic society

COUNTRIES


PRODUCTIVITY IMPROVEMENTS

- QUALITY ENVIRONMENT (5S), TEAM EXCELLENCE (TE)
- LEAN MANAGEMENT, TQM MODEL COMPANIES, GREEN PRODUCTIVITY, PRODUCTIVITY LINK WAGES SYSTEM, SMART REGULATIONS

AWARDS & CERTIFICATIONS

- BUSINESS EXCELLENCE FRAMEWORK
- QUALITY ENVIRONMENT (5S)
- PRODUCTIVITY CHAMPIONS
2. MTCP/ TCTP TRAINING MODULES 2016 - 2018  
(Conceptual: 40%, Practical: 60%)

<table>
<thead>
<tr>
<th>Module 1</th>
<th>Module 2</th>
<th>Module 3</th>
</tr>
</thead>
</table>
| **Module 1**  
KAIZEN & TQM  
Concept & Approach  
(Week 1)** | **Module 2**  
Improvement Tools  
and Technique  
(Week 2)** | **Module 3**  
Improvement Tools and Technique  
(Week 3)** |
| 1. Malaysia Productivity Performance  
2. Integration of Kaizen and TQM Implementation Strategy  
3. Group Dynamic  
4. Kaizen Movement: Innovative Creative Circle (ICC)  
5. Pre Test on Quality Environment and Kaizen | 1. Kaizen Foundation For Workplace Management (OJT/2 Day) on QE / 5S  
2. Business Excellence Framework toward TQM Approach  
3. Kaizen Assessment (OJT/2 Day) on Process Mapping or Value Stream Mapping (VSM) on Lean | 1. MPC Productivity Index Analysis: Productivity Linked Wages System (PLWS)  
2. Kaizen Assessment (OJT/2 Day) on Value Stream Mapping (VSM) on Lean  
3. Study Visits on Quality Environment QE/5S (Government Sector & Public Sector)  
4. Post Test on Quality Environment and Kaizen  
5. Action Plan |
a. SELECTION OF PARTICIPANTS

PRIORITY SHOULD BE FROM MINISTRY/AGENCY SUCH AS PRODUCTIVITY CENTRE (E.G FROM BOTSWANA, ETHIOPIA & KENYA participants are from Productivity Centre)

Botswana National Productivity Center, Productivity Centre of Kenya, National Productivity and Competitiveness Council of Mauritius, National Productivity Centre of Nigeria, Productivity SA of South Africa, and Zambia National Productivity Centre ETC

b. JOINT ROADMAP

JICA OFFICE IN AFRICAN COUNTRY SHOULD ORGANISE SEMINARS ON “SUCCESS OF ACTION PLAN UPON RETURN HOME” BY DEVELOPING JOINT ROADMAP.
c. Selection of Participants

All sending agencies should forward their nomination to respective JICA Office and JICA office may conduct an interview session to select committed participants by judging what will be their action plan upon return home. This will assist JICA Office in Africa to monitor on the progress upon return home from the training programme.

d. To propose TOT programme on 5S certification. This TOT can be conducted in Africa to developed 5S Champions.
Thank You

www.mpc.gov.my
Toll Free: 1-800-88-1140
Email: asmawadi@mpc.gov.my