Africa KAIZEN Annual Conference 2018
Durban, South Africa
July 2-4, 2018

TRAINING PROGRAMS
FOR
PRODUCTIVITY CHAMPION

Malaysia Productivity Corporation
M. Sugumaran
sugumaran@mpc.gov.my
Presentation Outline

- Introduction of Productivity Champion
- Training Modules & Scope
- Standardization with JICA’s Module
- Summary
- Q & A
WHY PRODUCTIVITY CHAMPION?

Under the 11th MP, Public and Private collaboration is required to drive Higher Productivity

Continuously strengthen working Partnership & Collaborations with various Industry and Enterprise Associations to recognise Productivity Champions

3.7% per annum towards a target of labour productivity of RM92,300 (USD23,000) per employee by 2020

Productivity Champions is made through an assessment process and a formalized governance structure and the champions will assist the formulation of industry-specific productivity roadmaps, which will include the setting of productivity targets and initiatives for their respective industries.
WHO ARE PRODUCTIVITY CHAMPION?

Productivity Champions have successful records of objectives and specific goals achievements in their organizations as Leader of Change for Process Owners in Productivity Process Improvement.

- Demonstrate high commitment to drive efficiency improvements and effectiveness in the organization.
- Knowledgeable in productivity tools / concepts and applications.
- Ready to share experiences with other organizations.
### MPC KAIZEN TRAINING MODULE

<table>
<thead>
<tr>
<th>No</th>
<th>Topic</th>
<th>Slide No</th>
</tr>
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<tbody>
<tr>
<td>1.</td>
<td>Module Objective and Definition</td>
<td>3-4</td>
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<td>2.</td>
<td>MPC Kaizen</td>
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<td>3.</td>
<td>History of Kaizen Technology and MPC Kaizen</td>
<td>6-11</td>
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<td>4.</td>
<td>Kaizen in MPC House</td>
<td>12</td>
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<td>5.</td>
<td>Kaizen Area Map</td>
<td>13</td>
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<td>6.</td>
<td>Production System and 4M</td>
<td>14</td>
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<td>7.</td>
<td>P-Q Curve and Production Map</td>
<td>15</td>
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<td>8.</td>
<td>Kaizen Performance/ Index</td>
<td>16-17</td>
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<td>9.</td>
<td>Kaizen Story</td>
<td>18</td>
</tr>
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<td>10.</td>
<td>Cost Reduction</td>
<td>19-23</td>
</tr>
<tr>
<td>11.</td>
<td>Shorten Lead Time</td>
<td>24</td>
</tr>
<tr>
<td>12.</td>
<td>Improve Quality</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>1. Conventional Kaizen</td>
<td>29-70</td>
</tr>
<tr>
<td></td>
<td>2. TPS / Lean Kaizen</td>
<td>72-97</td>
</tr>
<tr>
<td></td>
<td>3. Advanced Kaizen</td>
<td>98-115</td>
</tr>
<tr>
<td>14.</td>
<td>Problem (3MU,NVA,Work,4M,etc.)</td>
<td>116-124</td>
</tr>
<tr>
<td>15.</td>
<td>How to find problem</td>
<td>125-132</td>
</tr>
<tr>
<td>16.</td>
<td>How to solve problem</td>
<td>133-141</td>
</tr>
<tr>
<td>17.</td>
<td>Project Implementation PDCA</td>
<td>142-143</td>
</tr>
<tr>
<td>18.</td>
<td>Kaizen Stage</td>
<td>144-147</td>
</tr>
<tr>
<td>19.</td>
<td>Reporting System</td>
<td>148-149</td>
</tr>
<tr>
<td>20.</td>
<td>Example</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1. Conventional Kaizen</td>
<td>150-152</td>
</tr>
<tr>
<td></td>
<td>2. TPS / Lean Kaizen</td>
<td>153-154</td>
</tr>
<tr>
<td></td>
<td>3. Advanced Kaizen</td>
<td>155-156</td>
</tr>
</tbody>
</table>
TRAINING PROGRAMS FOR PRODUCTIVITY CHAMPION

Training on Business Excellence Framework

Share the best practices & to enhance understanding of productivity measurement and how to improve productivity in the organization.

Target Participants:

APO : National Productivity Organisations

Round table discussion to equip Productivity Champions with the necessary knowledge on the latest upgrading/revision of MPC’s scope or criteria
Malaysia Productivity Blueprint Champions

9 Priority Subsectors

Contribute to 30% of Malaysia’s GDP, and 40% of total employment

YBhg. Dato’ Wong Siew Hai
Electrical and Electronics

YBhg. Datuk Dr. Hapiz Abdullah
Chemicals and Chemical Products

Mr. Mac Ngan Boom
Machinery and Equipment

YBrs. Dr. Huang Siew Ahmad Radhi
Agro-Food

YBhg. Dato’ Bruce Lim Aun Choon
Retail and Food & Beverages

Mr. Ganesh Kumar Bangah
ICT

YBhg. Dato’ Dr. Jacob Thomas
Private Healthcare

Mr. Utawid Udainis
Tourism

YBrs. Ts. Choo Kok Beng
Professional Services
COLLABORATION TRAINING WITH APO

Objectives of the program

1. To train and equip champions with the necessary competencies to support and facilitate industries to improve their level of productivity.
2. To share the best practices on the concept of productivity to enhance understanding of productivity measurement and how to improve productivity in the organization.
3. To create a pool of productivity champions from industries across the sectors.

Methodologies

- Lectures/tutorials
- Group exercises
- Case studies
- OJT or site visits

Who should attend?

Trainers, consultants, technical staff, managers, and local experts on productivity from SME organizations

Contact Information

Week 1

- TC1-1: Consulting Process
  - The Framework of consulting
- TC1-2: Environment Analysis 1
  - External Environment
- TC1-3: Environment Analysis 2
  - Industrial Environment
- TC1-4: Environment Analysis 3
  - Internal Environment
- TC1-5: Corporate & Marketing
  - Strategy Framework 1
- TC1-6: Practical Use of Analytical Tools 1
- TC1-7: Practical Use of Analytical Tools 2
  - Assessment

Week 2

- TC1-8: Corporate & Marketing
  - Strategy Framework 2
- TC1-9: Corporate & Marketing
  - Strategy Framework 3
- TC1-10: Financial Analysis 1
  - Business Performance
- TC1-11: Financial Analysis 2
  - Financial Statements Analysis
- TC1-12: Financial Analysis 3
  - Productivity
- TC1-13: Practical Use of Analytical Tools 1
- TC1-14: Practical Use of Analytical Tools 2
  - Assessment

Accelerate the productivity of your organization by participating in the Certified Productivity Champion Program.

27 Nov – 14 Dec, 2017 (14 days)
Bangi Putrajaya Hotel

From mediocrity to excellence: Learn how your organization can achieve outstanding performance using tools and techniques of productivity improvements.

Closing date: 22 Nov 2017
Thanks
for your attention!
sugumaran@mpc.gov.my
sugujica@gmail.com
RECOGNITION SYSTEM
FOR
PRODUCTIVITY CHAMPION

Malaysia Productivity Corporation
M. Sugumaran
Presentation Outline

☑ Category of Productivity Champion
☑ Assessment of Productivity Champion
☑ Monitoring & Standardization
☑ Summary
☑ Q & A
INTRODUCTION OF PRODUCTIVITY CHAMPION

Productivity Leader
- Committed individuals, have high determination and influence in driving organizational excellence

Category of Productivity Champion

Productivity Practitioner
- Individuals who implement or drive the initiative of excellence in the organization through various methods and techniques as well as prove the effectiveness of the venture
WHO ARE PRODUCTIVITY CHAMPION?

Productivity Champions have successful records of objectives and specific goals achievements in their organizations as Leader of Change for Process Owners in Productivity Process Improvement.

- Demonstrate high commitment to drive efficiency improvements and effectiveness in the organization.
- Knowledgeable in productivity tools / concepts and applications.
- Ready to share experiences with other organizations.

<table>
<thead>
<tr>
<th>Module I</th>
</tr>
</thead>
<tbody>
<tr>
<td>7QC Tools (Advanced)</td>
</tr>
<tr>
<td>Lean EDM</td>
</tr>
<tr>
<td>Time Study</td>
</tr>
<tr>
<td>Work Sampling</td>
</tr>
<tr>
<td>Line Balance</td>
</tr>
<tr>
<td>Layout</td>
</tr>
<tr>
<td>TQM</td>
</tr>
<tr>
<td>SQC</td>
</tr>
<tr>
<td>Cost Management</td>
</tr>
<tr>
<td>TPM</td>
</tr>
<tr>
<td>TPS</td>
</tr>
<tr>
<td>Productivity &amp; Quality</td>
</tr>
<tr>
<td>Introduction of Kaizen</td>
</tr>
<tr>
<td>5S</td>
</tr>
<tr>
<td>Visual Control</td>
</tr>
<tr>
<td>Measurement</td>
</tr>
<tr>
<td>QCC</td>
</tr>
</tbody>
</table>

Quality and productivity fields: Business management fields

Source: JICA Study Team

Figure 3-2 Skills for Kaizen
<table>
<thead>
<tr>
<th>Year</th>
<th>Number</th>
<th>PL</th>
<th>PP</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>300/52</td>
<td>50  (15)</td>
<td>250 (37) as June</td>
</tr>
<tr>
<td>2017</td>
<td>280/255</td>
<td>30  (23)</td>
<td>250 (225)</td>
</tr>
<tr>
<td>2016</td>
<td>250/200</td>
<td>Productivity Champions</td>
<td>250 (200)</td>
</tr>
</tbody>
</table>
ASSESSMENT CRITERIA OF PRODUCTIVITY CHAMPION

**Leader**
- Commitment, Determination and Influence to Increase Productivity
- Senior management

**Practitioner**
- Lead & Facilitate Productivity Improvement initiatives
- Intermediate Management

**Assessment Criteria**
- Proof of achievement in Productivity Improvement SGA/QIT and Transformation Programs
- Demonstrated knowledge and understanding of the profession ability as a Productivity Champion
- Minimum Bachelor / Professional Degree or Diploma with 5 Years of Experience In Related Work

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**Table 3-1: Kaizen Consultants Titles and Qualification Requirements**

<table>
<thead>
<tr>
<th>Title</th>
<th>Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principal Kaizen Consultant</td>
<td>To complete Basic and Advanced Kaizen courses and have Kaizen consulting experience of over 5,000 hours. To pass the written and oral examinations.</td>
</tr>
<tr>
<td>Senior Kaizen Consultant</td>
<td>To complete Basic and Advanced Kaizen courses and have Kaizen consulting experience of over 3,000 hours. To pass the written and oral examinations.</td>
</tr>
<tr>
<td>Kaizen Consultant</td>
<td>To complete Basic and Advanced Kaizen courses and have Kaizen consulting experience of over 1,000 hours. To pass the written and oral examinations.</td>
</tr>
</tbody>
</table>

Source: TCA Study Team
### A. Candidate Information

<table>
<thead>
<tr>
<th>Name</th>
<th>E-mail</th>
<th>Address</th>
<th>Tel.No</th>
<th>HP. No</th>
<th>Fax.No</th>
</tr>
</thead>
<tbody>
<tr>
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</tr>
</tbody>
</table>

### E. Nomination Endorsement

I hereby support this nomination.

<table>
<thead>
<tr>
<th>Endorser’s Signature and stamp of the organization</th>
<th>Endorser’s Name</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
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</tr>
</tbody>
</table>

Notes: Endorser can consist of senior officials of the organization / agency / MPC Director or Manager

### B. Job Information

*Please provide information on the current job. If retired, please provide information on the last job.*

<table>
<thead>
<tr>
<th>Job Status</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

### Position/Title

<table>
<thead>
<tr>
<th>1. Job Scope</th>
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<tbody>
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</tbody>
</table>
RECOGNITION PROCESS OF PRODUCTIVITY CHAMPION

1 NOMINATION
Nominated by MPC/ Public Agencies or Industries

2 REVIEW
Secretariat review information of candidate contributions / interview

3 APPROVAL
• Recommended by Technical Committee and
• Approved by the MPC Management Board

4 NOTIFICATIONS
Candidates will be notified about nomination status & other activities such as recognition ceremonies, best & practice sharing sessions

Note: Productivity Champion Certificate Validity Within 2 Years Starting Date of Recognition
Certified Productivity Champion Program
Monitoring & Standardization of Productivity Champion Performance

- Good knowledge on Productivity Improvements programs
- Number of trainings 12 per year
- Minimum training assessment Score 4.0

TRAINING

CONSULTANCY

- 90% Productivity systems development completed according to Gantt Chart as proposal
- Created PQDC impact to companies
- Well received by CEO of company

RENEVAL OF PC CERTIFICATE

- Recommendation from Regional & MPC Directors
- Approved by Technical Committee supported by Project Performance assessment
## Code of Ethics

- Maintain confidentiality of the client.
- Sustain the highest level of integrity in all dealings and fulfilling obligations to the clients. All decisions, recommendations and encouragements will be in the best interest of the client.
- Practice the highest levels of professionalism and competency.
- Will not engage in any illegal or unethical activities that would compromise the integrity of the client relationship.

## Expected Outcomes

- To lead productivity movement towards elevating productivity performance of the nation.
- To collaborate with productivity and quality representatives of companies as MPC’s productivity champion to lead productivity movements and initiatives at organisational, national and international level.
- To form a community of practice on productivity for information gathering, productivity database, benchmarking activities, knowledge sharing and productivity promotions.
Privileges to Productivity Champions

Among the privileges obtained by Productivity Champions

- Participate in the partnership program best practices
- Opportunity to attend capacity development organised by APO, JICA and other organizations
- Productivity Champions are offered System Development Projects under Government/MPC/Agencies Incentive Grants
# Kaizen Performance / Index

<table>
<thead>
<tr>
<th>KPI</th>
<th>Description</th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>P (Productivity)</strong></td>
<td>Productivity</td>
<td>Production/time, Work Efficiency (AT/ST), Set-Up time, transportation time, Inspection time, Admi. Time, Value-Added / Number of employees</td>
</tr>
<tr>
<td><strong>Q (Quality)</strong></td>
<td>Defect</td>
<td>Customer satisfaction, ppm (Defect, Mistake), Yield ratio</td>
</tr>
<tr>
<td><strong>C (Cost)</strong></td>
<td>Production cost</td>
<td>Yield, Man-hours, Consumption, Material</td>
</tr>
<tr>
<td><strong>D (Delivery)</strong></td>
<td>Accurate time, goods</td>
<td>Number of miss delivery time and good</td>
</tr>
<tr>
<td><strong>S (Safety)</strong></td>
<td>Industrial Accident</td>
<td>Number of accident, Heinrich's law</td>
</tr>
<tr>
<td><strong>M (Morale)</strong></td>
<td>Ethic</td>
<td>Attendance rate, late time rate</td>
</tr>
<tr>
<td><strong>F (Facility)</strong></td>
<td>Life time, TPM</td>
<td>Number of break down, OEE</td>
</tr>
<tr>
<td><strong>E (Energy)</strong></td>
<td>Eco-system</td>
<td>Energy cost/ Energy performance index (KWh/sq.m/yr)</td>
</tr>
</tbody>
</table>
# Standardization of Productivity Champion Project Report

<table>
<thead>
<tr>
<th>A3 THEME</th>
<th>PLAN</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>PROBLEM STATEMENT</td>
</tr>
<tr>
<td></td>
<td>CURRENT SITUATION</td>
</tr>
<tr>
<td></td>
<td>GOAL STATEMENT</td>
</tr>
<tr>
<td></td>
<td>ROOT CAUSE ANALYSIS</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>DO, CHECK, ACT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>COUNTERMEASURE</td>
</tr>
<tr>
<td></td>
<td>EFFECT CONFIRMATION</td>
</tr>
<tr>
<td></td>
<td>FOLLOW-UP ACTION</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GROUP NAME</th>
<th>GROUP LEADER</th>
</tr>
</thead>
<tbody>
<tr>
<td>LOCATION</td>
<td>GROUP MEMBERS</td>
</tr>
<tr>
<td>DATE</td>
<td></td>
</tr>
</tbody>
</table>
A Background
1. MPC and SME corp collaborated in introducing Lean Transformation Program for SME/SME co's.
2. The LTP objective is to reduce wastage, improve efficiency and for the SME/SME to stay competitive.
3. With the increasing of workers minimum wage, this program will somehow help SME/SME in its overhead cost reduction, financial risk mitigation as well as improving the bottom line.
4. The process of solving the problem will be using the PDCA concept.

1 Step 1 - Clarification of the problem
- The ultimate aim of DASSB is to meet customer demand with high flexibility production.
- However there is a fundamental gap between current situation and ideal situation, refer gap analysis below:
- Meeting Customers Demand with High Flexibility Production

2 Step 2 - Breakdown of the problem
- During the VSM training carried out in July 17, few processes were identified in causing high processing of granola A.
- DASSB LTP team had identify the source of the problem
- Snapshot of Granola Production
- The process at weighing, cooling and staging will be solved immediately.
- Other processes will be consider if demand warrant for improvement
- DASSB break down its improvement plan base 3 strategy.

3 Target setting
- DASSB target setting is to reduce the processing from 282 to 237 min.

4 Step 4 - Root Cause Analysis
- Why why matrix was created, brainstorming was done with DASSB LTP project group.
- The group consensusly agreed that the root cause of the problem is mainly from the method problem.

5 Step 5 - Develop Countermeasure
- Countermeasure was develop to counter act the 3 main issues:
- Weighing process, cooling process & staging Countermeasure table:

6 Data was collected 2nd wk sept 2017.
- This is to make sure, counter measure propose is effective.
- From the data collected by the LTP team member, there is a trend of improvement

7 Evaluate both result and processes
- As per the evaluation graph *, DASSB achieve its target.
- It achieved more than 237 min
- Good news is the target to improve achieve more as per target plan.

8 Standardization the countermeasure done
- 3 main countermeasures in ensuring for continues compliances.
- Consistent brief in the daily mtg
- Issuance of instruction thru memo
- Monthly gemb and checking thru checklist provided
# 3. Standalization of packing & insert process

## Team Charter

<table>
<thead>
<tr>
<th>1. Project Description</th>
<th>Unable to determine the time and output because there have no schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Measureable Objective</td>
<td><strong>KPI/Goal</strong></td>
</tr>
<tr>
<td></td>
<td>To increase the production output</td>
</tr>
<tr>
<td>3. Project Scope</td>
<td>Start : Packing sachet</td>
</tr>
<tr>
<td>4. Process Involved</td>
<td>Production food - Packing</td>
</tr>
<tr>
<td>5. Team Members</td>
<td><strong>Name</strong></td>
</tr>
<tr>
<td></td>
<td>Fauzi</td>
</tr>
<tr>
<td></td>
<td>Umi</td>
</tr>
<tr>
<td></td>
<td>Fakhrul</td>
</tr>
<tr>
<td>6. Benefit to Customers</td>
<td><strong>Internal</strong></td>
</tr>
<tr>
<td></td>
<td><strong>External</strong></td>
</tr>
<tr>
<td>7. Schedule (Start point)</td>
<td><strong>P - Plan</strong></td>
</tr>
<tr>
<td></td>
<td><strong>D - Do</strong></td>
</tr>
<tr>
<td></td>
<td><strong>C - Check</strong></td>
</tr>
<tr>
<td></td>
<td><strong>A - Action</strong></td>
</tr>
<tr>
<td>8. Support Required</td>
<td>None</td>
</tr>
</tbody>
</table>
### 3. Standalization of packing & insert process

**KAIZEN THEME**

<table>
<thead>
<tr>
<th>Standalization of packing and insert process</th>
<th>To increase the performance and output</th>
<th>KAIZEN BY</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>1. Fakhrul 3. Wani</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Fauzi 4. Umi</td>
</tr>
</tbody>
</table>

**BEFORE KAIZEN**

Unable to determine the time and output if there is no process schedule

**AFTER KAIZEN**

Unable to determine the time and output if there is no process schedule

**PROBLEM CONTENT**

Unable to determine the time and output if there is no process schedule

**EXPECTED EFFECT (Manpower, Amount, Space, etc)**

- 1. Increase in production output
- 2. 2.5 batch to 3.0 batch/per day
- 3. Consistent output 1 batch/per 3 hours

**KAIZEN IMPACT**

Space can be fully utilized

**AMOUNT OF MONEY CONVERSION**

- RM29,760 (MONTHLY)
- RM375,120 (YEARLY)

**SCHEDULE FOR NEXT KAIZEN**

Increase output consistently
## KAIZEN PLAN

**KAIZEN THEME:** REGENERATE RAW MATERIAL-PE FOAM  
**P/N:** 61-108353-456  
**CUST:** Plexus  
**DWG NO:** A1666  
**QTY:** 5 Set  
**No.Of Members:** 4  
**Kaizen by:** Nazri

### New Material:

<table>
<thead>
<tr>
<th>Material</th>
<th>P/N</th>
<th>QTY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regenerate Raw Material</td>
<td>61-108353-456</td>
<td>5 Set</td>
</tr>
</tbody>
</table>

### Re-Generate:

<table>
<thead>
<tr>
<th>Man Power Cost/Minute</th>
<th>Time Taken (Minute)</th>
<th>Cost</th>
<th>Man Power Cost/Minute</th>
<th>Time Taken (Minute)</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Cutting waste material</td>
<td>RM0.10</td>
<td>11.066</td>
<td>RM1.11</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2) Joining Seal process</td>
<td>RM0.10</td>
<td>7.35</td>
<td>RM0.74</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3) Trimming to sizes</td>
<td>RM0.10</td>
<td>7.35</td>
<td>RM0.74</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total Cost:** RM64.50  
**Total Cost:** RM2.54

### Problem Content:

1. Generate a lot of material surplus will possible to value add  
2. Create space to keep for other project  
3. Take a long time in waiting to use back  
4. Cash Flow stuck with material stock

### Expected Effects:

1. Man Power Cost: RM2.54  
2. Electric Usage: RM5.07 (RM0.20/Minute)  
3. Enlarge profit to more 88.20%

### Specific & Concrete KAIZEN Contents:

1. Create task force  
2. Create other space for new process  
3. Briefing with team Leader

### Schedule for next KAIZEN:

1. Generate new work flow to include Regenerate Raw Material
Thanks for your attention!
sugumaran@mpc.gov.my
sugujica@gmail.com
KAIZEN IMPACT (PROJECT COLLABORATION MPC -SME CORP)

- **sales turnover**: RM2.83 M (6 SME)
- **cost saving**: RM19.7 M
- **process elimination**: 207 (20%) work process been eliminated from 1012 work process
- **line balancing and worker optimization**: 55 (2%) employees

Total employee = 2768
Theory of Inventive Problem Solving (English)

- Discovered and developed by GENRICH ALTSHULLER and his colleagues from year 1946 to 1985 in the former Union of Soviet Socialist Republics (USSR)

- It is systematic problem solving method based on logic and data, not intuition or spontaneous creativity of individuals or groups

“Teoriya Resheniya Izobretateiskikh Zadatch “ (Russian)

GENRICH ALTSHULLER (The Father of Triz)
**Mattel Development And Tooling Sdn. Bhd**

**Title:** Air Entrapment in Casting

**Motosikal dan Enjin Nasional Sdn. Bhd. (MODENAS)**

**Title:**
1. Crankshaft RH stuck in Jig after crank-Pin Hole Drilling
2. Inability to Lock Seat Assy
3. Reduce Spray Painting wastage

**Inokom Corporation Sdn. Bhd**

**Title:**
1. Noise during door check movement
2. Handbrake out of spec
3. Reduce scratch defects for MD Model

**Malaysian NPK Fertilizer Sdn. Bhd**

**Title:** To reduce spillage at Bagging weight machine

**Total saving**

**RM 4.5 MILLION**