

**September 1,2020**

**Overall Comment on presentations  
in AKC2020**

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# **1. Improvement in African Kaizen in 2020**

**African Kaizen activities in 2020 have improved a lot than those in 2019.**

## **1. Quality Kaizen:**

- 5S was established**
- Root cause analysis using Fishbone chart**
- Reduction of internal defects( < 1 %) and customer complaints& claims (⇒Increase of Customer Satisfaction)**

## **2. Productivity Kaizen to reduce lead time**

- Line balancing method      –Muda elimination**

### **3. Kaizen of Machine maintenance to reduce machine break down**

- Autonomous maintenance**
- PM(Preventive Maintenance)**

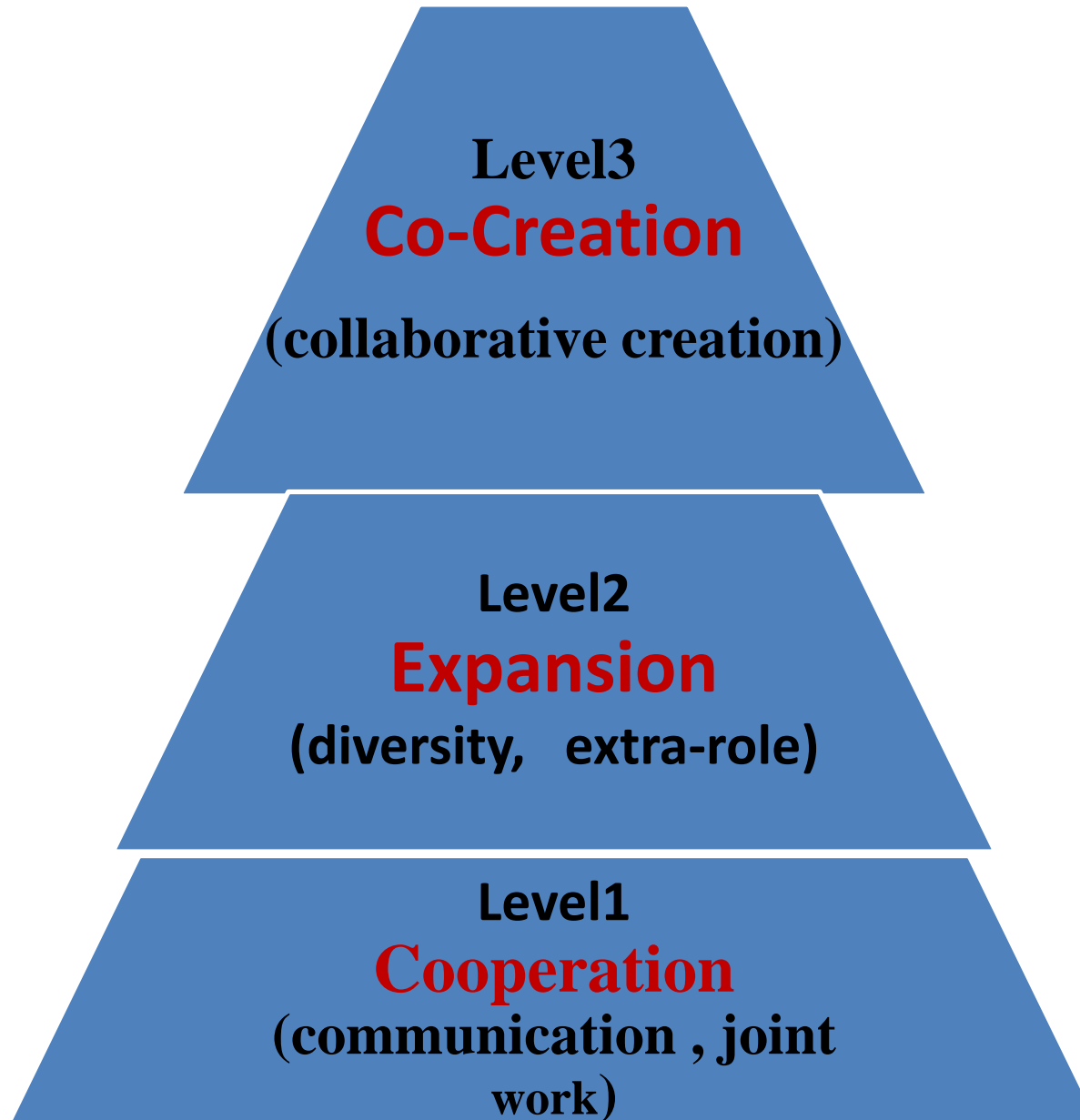
### **4. Development of Kaizen culture**

- Increase of participation in Suggestion, QC Circle, Team**
- Increase of No. of Suggestion, QC circle Kaizen, Team Kaizen**

### **5. Unique Kaizen activities**

- ① Introduction of Policy Management ⇒ Selection of Key Issues**
- ② Value Stream Mapping ⇒ Visualization of Value Chain**
- ③ Skill development by Kaizen**
  - Functional skill**
  - Human Skill**
  - Behavioral skill/ Skill matrix**

# Cohesion(Teamwork) levels of QC Circle in Organizational Capability




# Kaizen Styles



## Suggestion

(Individual  
Kaizen)  
5S, Muda  
elimination



## QC Circle

(Group Kaizen)  
5S, QC story,  
Q7, N7



## Team (Project)

CFT(Cross Functional  
Team)  
QC story  
Statistical methods

## 2. Expectation to advanced Kaizen

1. Introduction of Policy Management and Policy deployment to develop strategic Kaizen

2. Advanced Quality Kaizen:

- Decrease of internal defects  $\Rightarrow < 1 \%$
- Increase of customer's defects (complaints & claims)  
 $\Rightarrow$  PPM level

3. Increase of Overall Productivity (Osada's definition)

Overall Productivity = Availability\*

(Time base) Productivity \* Quality

- Reduction of Machine breakdown and Idling time
- Reduction of lead time by Muda elimination, line balancing, process change
- Quality Kaizen  $\Rightarrow$  Increase of straight pass rate

**Increase of Kaizen's contribution to business growth**

**We hope sustainable Kaizen in  
Africa**

**See you in 2021 !**

**Thank you for attention**