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**Overall Comment on presentations
in AKAC2021**

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The Examining Committee

1. Improvement in African Kaizen in 2021

African Kaizen activities in 2021 have improved continuously, especially SMOs's Kaizen developed many best practices.

Horizon Addis Tyre, Ethiopian LO has high competitiveness in Africa.

(Findings)

1. Kaizen in new industry and new business types

- Hospital, Clinic/ Agri products , Food processing , cold storage of fish/ Pharmaceutical Supply chain**

2. Basic Kaizen approaches/tools are established:

- Top Management's involvement with strong leadership**
- 5S, Visualization, Layout change through time study** ²

3. Deep Root Cause Analysis is used in several companies.
- Integration of Fish bone chart and 5Why analysis

4. Unique Kaizen activities

- ① Integration of Kaizen information and ERP⇒Good visualization, Fast rotation of PDCA**
- ② All KPIs and data are on Dashboard**

2. Expectation for advanced Kaizen

1. Kaizen activity should contribute to achieve vision through business strategy.

Vision ⇒ business strategy ⇒ Kaizen strategy ⇒ Kaizen activity

2. Two aspects of Kaizen activities are expected for evolution and growth of Kaizen.

X. Expansion(=Exploration)

-Expansion of management elements: Q(Product, Service), D2(lead time) ⇒ Productivity + D1(Capacity development), S(Safety), E(Environment, Reduction of CO₂), Society development, Skill development

-Expansion of scope: Individual ⇒ Functional ⇒ Cross Functional ⇒ Value chain

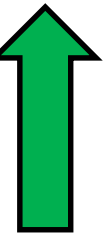
Y. Step up(Level up)(=Exploitation)

- 5S, Muda elimination, visualization, Idea generation⇒
- ⇒ + QC story (Problem solving),DMAIC,Q7,N7,
PM(Preventive Maintenance),OEE
- ⇒ + Statistical method(DOE, Regression,,), IT(ERP,IOT)
- ⇒ **Advanced Kaizen**

3. Strategic Kaizen Management

- Kaizen Roadmap for evolution (**Plan**)
- Regular Performance review of Kaizen activity(**Check**)

Kaizen Evolution



Level



Individual
Kaizen

5S, Muda
elimination

Functional Kaizen

QC story,
Q7, N7

Cross Functional Kaizen

QC Story, DMAIC
Statistical method
(DOE, Regression)
IT

Expansion



**We hope sustainable Kaizen in
Africa**

See you in 2022 !

Thank you for attention