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**Overall Comment on all presentations
in AKAC2022**

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1. Improvement in African Kaizen in 2022

African Kaizen activities in 2022 have improved continuously, especially SMOs's Kaizen developed several best practices.

Awardees in LO have shown high leveled Kaizen in in Africa.

(Good Practices)

1.Systematic Company wide Kaizen

- Systematic Kaizen is done according to examination criteria developed by EC which is customized one of the Deming examination criteria.

This examination criteria is very useful for the framework of systematic Kaizen.

2. Strategic Kaizen has been implemented

- Vision- Mission(Purpose)- Kaizen Strategy**
- Roadmap for 3 years Kaizen is very good**
- Top Management's involvement with strong leadership**
- KPI based Kaizen is needed for PDCA of Kaizen**
 - * Process KPI, Output KPI:Q,C,D1(Capacity, Quantity), D2(Time), S(Safety),E(Environment), S(Society)**
 - Outcome KP: Satisfactions of Customer , Society , Employee, Suppliers, Investors)**
 - Financial outcome(performance):**
Sales Value, Export, profit, Market Share,,
 - All KPIs and data are on Dashboard**

3. Expansion of Kaizen

- Expansion of output KPI: Q,P,C ⇒ + D1,D2,S,E,
S (SDGs)
- Manufacturing industry+ Service industry(Hospital,
Education & Training)

4. Basic Kaizen approaches/tools are established:

- 5S, Visualization+QC7, Quick PDCA

5. Unique Kaizen activities

- ① Integration of all Kaizen information and
ERP ⇒ Good visualization, Fast Kaizen
- ② Employee Satisfaction through Engagement in Kaizen
⇒ Certification of " Great Place to Work

2. Expectation for advanced Kaizen

1. Continuous Kaizen is needed

Kaizen activities need several years at least two or three years for capacity development

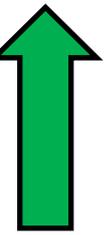
2. Advanced Kaizen should be developed

- Quantitative analysis in Manufacturing, PM(Preventive Maintenance) using statistical tools (Regression, DOE etc.), QC Story(DMAIC), Six Sigma through statistical software, IT(ERP,IOT)**
- Functional/ Cross functional Kaizen ⇒Kaizen in Value Chain(Supply Chain)**
- Collaboration with Suppliers , Customers ,Society through Kaizen**

3. Capacity development for employees

- Increasing ES(Employee Satisfaction) through engagement in Kaizen
⇒”Great Place to Work”(Global certification)
- Skill/Competency mapping
 - Competency (Staff, Engineers, Managers)
 - Skill(Operators, Contract workers)
 - Competencies and Skills needed for employees and managers should be defined
- **Functional competency, Behavioral competency, Management competency etc.)**
- **Rating skills, competencies once or twice a year**
 - SL 1 : Needs help to perform the Job*
 - SL 2 : Can Operate & sometimes needs help*
 - SL 3 : Can Operate Independently*
 - SL 4 : Can Operate independently and Train others*

Kaizen Evolution



Level



Individual
Kaizen

5S, Muda
elimination

Functional Kaizen
(QCC, KPT)

QC story,
Q7, N7

Cross Functional Kaizen

QC Story, DMAIC
Statistical methods
(DOE, Regression)
IT(ERP, IOT)

Expansion



**We hope sustainable Kaizen in
Africa**

See you in 2023 !

Thank you for attention