

**October 10,2023**

**Overall Comments on all presentations  
in AKAC2023**

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# **1. Improvement in African Kaizen in 2023**

**African Kaizen activities in 2023 have improved continuously and shown several good practices.**

## **(Good Practices)**

### **1. Company wide Systematic Kaizen**

- Systematic Kaizen has been done according to examination criteria developed by EC effectively.**
- Company wide Kaizen promotion organization was established such as Board Kaizen Committee and Kaizen Promotion Committee led by strong top management leadership**

## 2. Strategic way of Kaizen promotion

-KPI based Kaizen is needed for PDCA of Kaizen

\* Process KPI

**Output KPI:**Q,C,D1(Capacity, Quantity), D2(Time), S(Safety, Work Environment),E(Environment, CSR,SDGs),

**Outcome KPI:** Satisfactions of Customer , Society , Employee, Suppliers, Investors)

**Financial outcome(Business performance):**

Sales Value, Export, profit, Market Share,,,

-All KPIs and data should be shown in Dashboard

⇒ Visualization of Kaizen activities and Knowledge sharing

### **3. Basic Kaizen development is established**

**-5S, Visualization+QC7, Quick PDCA**

**good Why-Why analysis(Fishbone Chart-4M+1E)**

**1E:Work Environment**

### **4.Good Practices by Advanced Kaizen activities**

**① Skill mapping and development**

**② Increasing Employee Satisfaction & Happiness (Well-being)**

## **2. Expectation for advanced Kaizen**

### **1. From Kaizen promotion To Kaizen Development toward Advanced Kaizen**

**eg Good practices in Deming winning company toward Post Deming Prize\***

### **2. Employee Satisfaction through Total Employee Involvement (TEI) for well-being**

**- "Great Place to Work" (Global certification)**

**\*Credibility, Respect, Communication, Fairness, Pride, Camaraderie**

### **3. Advanced Kaizen by using effective tools**

**-Development in Manufacturing and Service industry**

**▪ NP/S D (New Product/Service Development)**

**▪ OEE(Overall Equipment Effectiveness) using QC/ statistical tools, IT(ERP,IOT,AI)**

## 4. Skill/Competency mapping

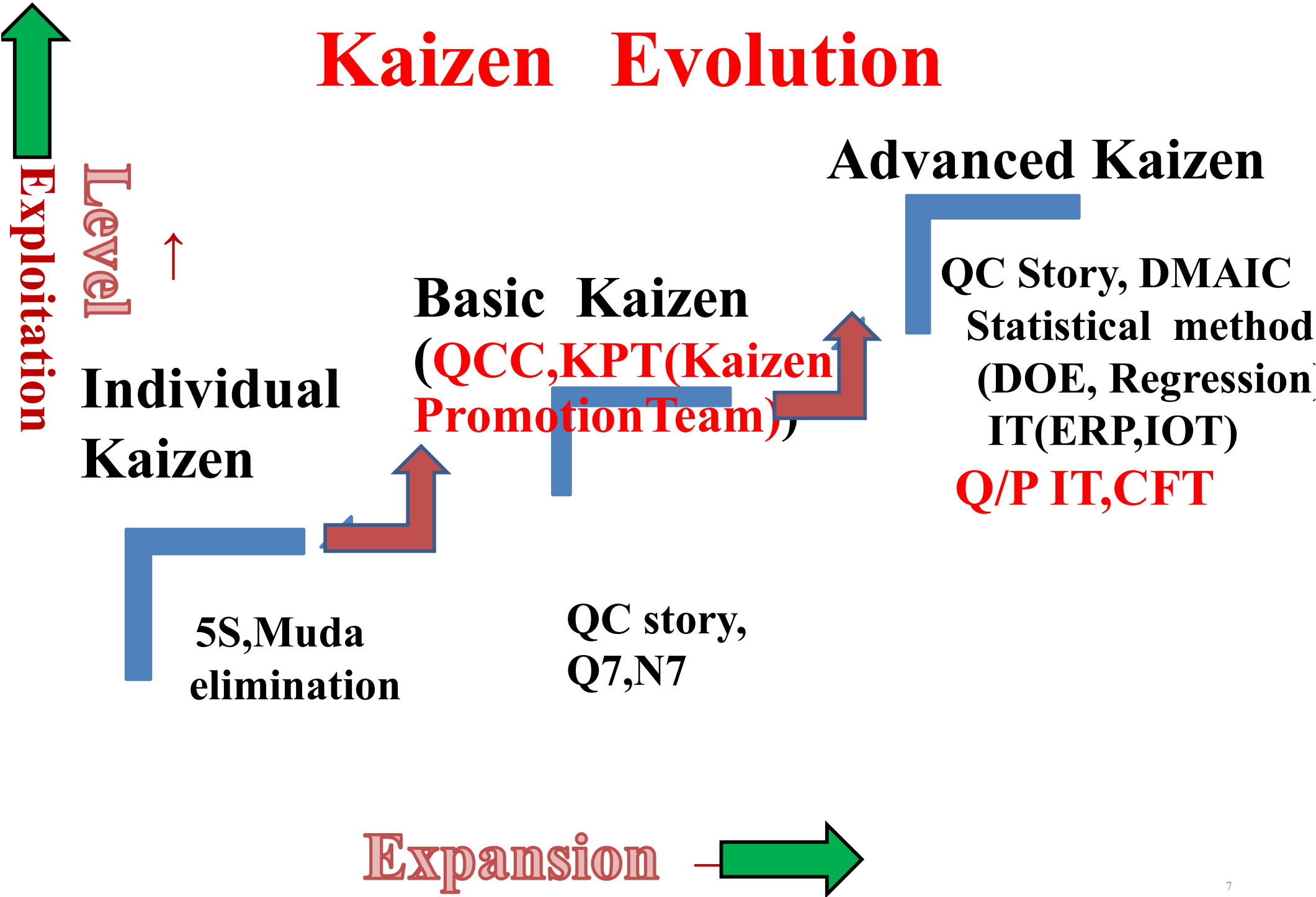
**Competency (Staff, Engineers, Managers)**

**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*

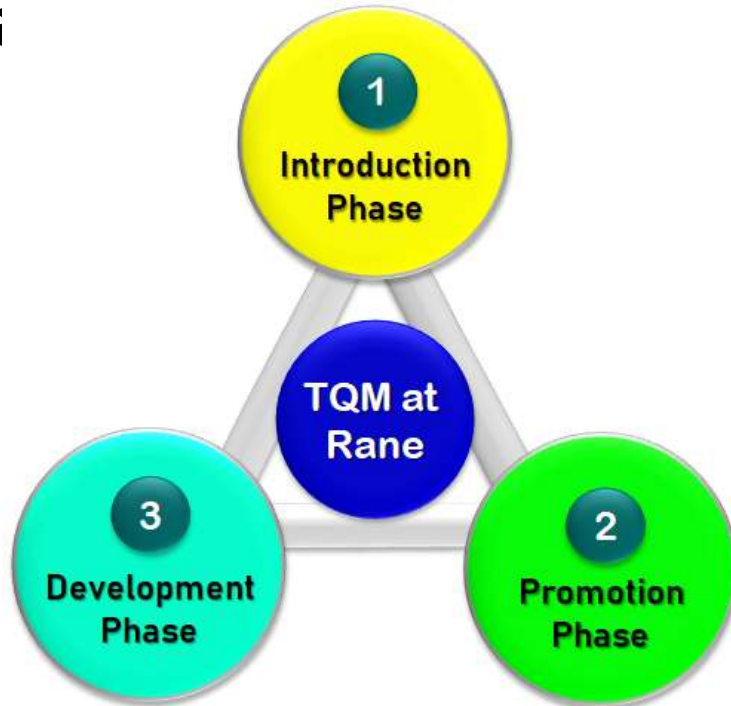
# Kaizen Evolution



# Case Study:

## Implementation of TQM(including Kaizen) in A company

W:



□ Implementation of TQM at A compny way, can be divided into 3 main phases

- 1. Introduction phase
- 2. Promotion phase
- 3. Development phase

### 1. Introduction phase focused on

- Need for Change and TQM Awareness training
- QC story & QC tools training for Problem solving
- Introduction of TEI schemes for Suggestions and QC Circles
- Focus on Customer & In-process Quality and Safety improvements
- Cost reduction, New Products, Productivity and Delivery improvements
- Training on Strategic Management



# Implementation of TQM at Company A way ...

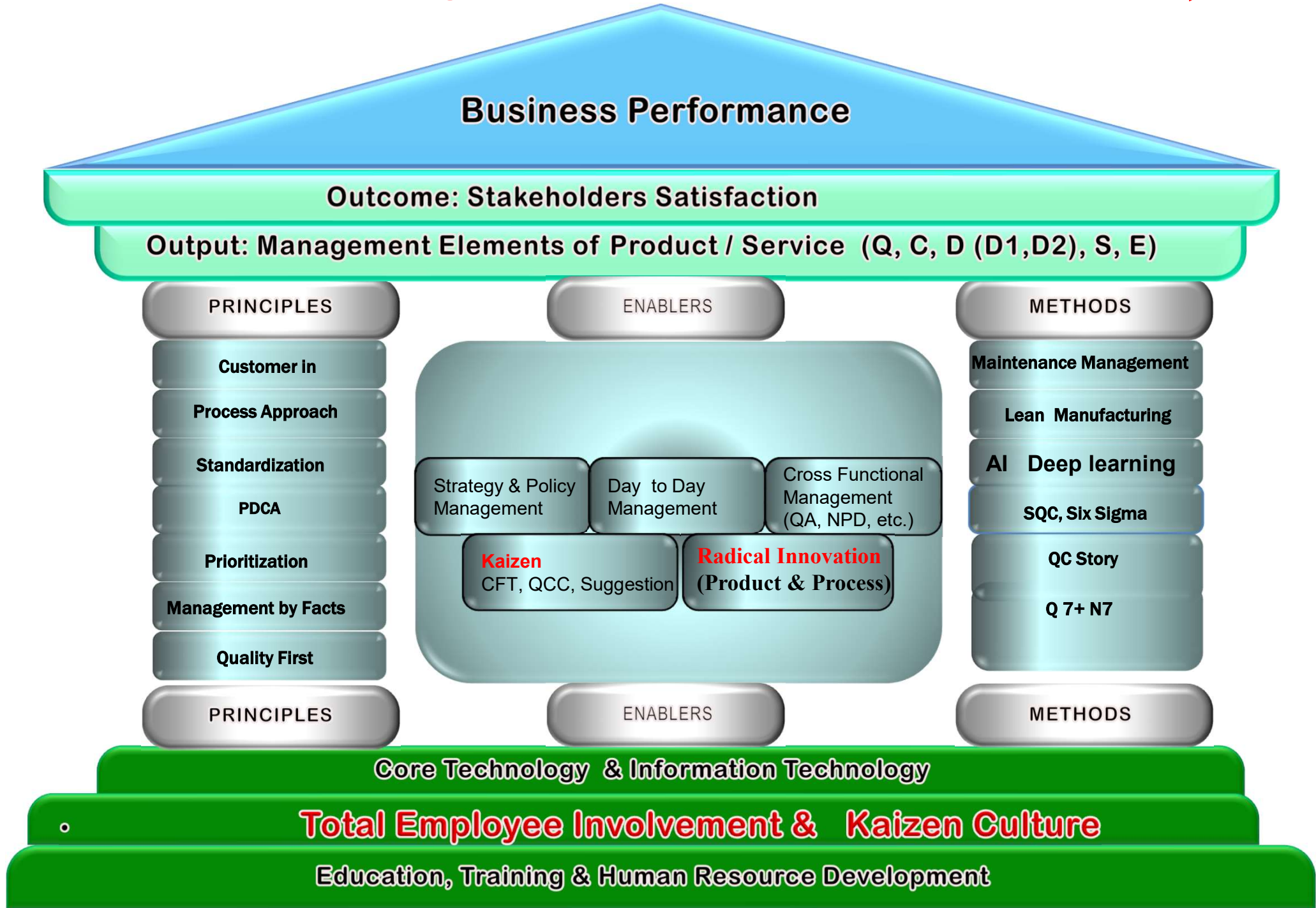
## 2. Promotion phase focused on

- Training on SPC tools
- Focus on Skill improvements, DRM and Performance Management
- TQM Audits and Benchmarking visits to Other companies
- Focus on Quality, Process improvements in New products, New business and Design & Development
- Enhancement of Strategic Business Planning process
- Proactive Technology and Product Development

## 3. Development phase focused on

- Competency mapping and Training
- Enhancing Customer focus
- Focus of Proactive Marketing & New Markets
- Focus on Improving Design and Testing capabilities
- Focus on New Technology introduction and Innovation
- Strengthening IT initiatives
- Enlarging Cost reduction initiatives
- Focus on Great Place To Work (GPTW) initiatives

# Reference: TQM incl Kaizen model (Osada)



**We hope sustainable Kaizen in  
Africa**

**See you in 2024 !**

**Thank you for attention**