KAIZEN™ ACADEMY

KAIZEN™ Skills and Solutions for all Functions and Business Sectors
KAIZEN™ is a Continuous Improvement philosophy of Japanese origin that means to change for the better, every day, in all areas of the organisation and engaging all of the people.

Masaaki Imai founded Kaizen Institute in 1985. Currently, we have more than 40 offices across five continents.

Our mission is to challenge and support organisations to achieve World-Class results. We support leaders in designing and implementing pragmatic solutions that generate growth and profitability in their business.

KAIZEN™ can be applied to organisations of any sector, either public or private, and of any size.
“Change: the world is changing everyday. People are changing everyday. We often do not realise that the change is real. Sometimes we do not want the change, but yet there it is. Change is unavoidable, essential, necessary. From a very early stage we learn how to live with change; we learn to accept it as an inherent part of our life. We learn how to manage the change, how to grow from it… Both motivated by globalisation and new technologies, change now occurs more rapidly and with greater impact.

It is with this logic in mind that we developed the KAIZEN™ Academy training programme, aiming to provide practical training as well as to offer a space for reflection regarding Continuous Improvement methods that facilitate change.

We hope that the training programme provided will be recognised for its added value in KAIZEN™ Lean continuous improvement skills”.

Euclides Coimbra
Senior Partner & Managing Director, Kaizen Institute Western Europe
KAIZEN™ Academy

KAIZEN™ Academy is a training programme that can be beneficial to all managerial levels and functional areas of an organisation. The academy aims to develop skills in the field of Continuous Improvement, providing theoretical and practical knowledge through exercises, simulations and real-world success stories.

KAIZEN™ Academy aims to empower all participants to contribute to their organisation’s own improvement initiatives.

Kaizen Institute’s training programme courses can be delivered in-house, where content is customised to the sector and specific needs of our clients. Training takes a practical approach with best practice case studies and exercises, before the delegates explore how the theory can be applied within their organisation.
An organisation intends to improve results continuously - the ability to adapt to change is crucial. In this scenario, it is necessary to introduce behaviours and improvement routines with teams and to launch improvement projects supported by KAIZEN™ systems and tools.

KAIZEN™ Academy is divided into the “KAIZEN™ Culture” and “KAIZEN™ Solutions”. Mastering these approaches will enable a gradual and effective implementation with guaranteed results.
KAIZEN™ Academy Programmes

**KAIZEN™ CULTURE**

- Foundations
- Teams Management
- Value Stream Optimisation

**KAIZEN™ SOLUTIONS**

- Manufacturing Optimisation
- Logistics Optimisation
- Maintenance Optimisation
- Services Organisation and Optimisation
- Project Management
- Data & Analytics
The Foundations programme focuses on the core KAIZEN™ principles and introduces KAIZEN™ Change Management to implement a Continuous Improvement culture.

**WHY PARTICIPATE?**
- Weak improvement dynamics
- A lot of existing waste and no knowledge of how to eliminate it
- Low level of cross-departmental cooperation in solving problem
- Difficulty in implementing new initiatives and innovation due to the inexisten enabling processes and tools

**PROGRAMME**
- KAIZEN™ Introduction
- Paradigms and Resistance to Change
- KAIZEN™ Change Model
- KAIZEN™ Lean Principles
- Added Value and 7 Muda
- Basic Continuous Improvement Tools:
  - Simulation Exercises
  - Case Studies

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Teams Management

Daily Management

The Teams Management programme enhances teams’ management and daily improvement with special focus on the leader roles.

WHY PARTICIPATE?

- Communication failures among the team
- Difficulties in improving team work and achieving strategic improvement objectives
- Necessity of structured problem solving skills for daily issues
- Need to develop leadership, planning and controlling skills
- Facing resistance to change and general state of permissiveness
- Developing training and conflict management skills

PROGRAMME

- KAIZEN™ Change Model
- Daily KAIZEN™ Planning
  - Leader Standard Work
  - Team Development Plan
- Daily Management
- Standard Work
- Training & Coaching
- Advanced Problem Solving
- Case Studies

1 DAY
Value Stream Optimisation

The Value Stream Optimisation programme introduces a framework to transform business processes following a universal approach that starts with a deep analysis of the value streams.

WHY PARTICIPATE?
- Projects are endless consuming a lot of time and resources
- More than half of planned projects are not executed or do not achieve results
- Project leaders focus on immediate results rather than paradigms shift on processes
- Project meetings are unproductive and full of endless discussions
- Project teams lack decision power and fear to take risks
- Little involvement from sponsors that are far from the shop floor reality

PROGRAMME
- KAIZEN™ Change Model
- Value Stream Analysis
- Mission Control
- KAIZEN™ Events
  - A3 Thinking
  - Facilitation techniques
- Value Review
- Case Studies

1 DAY
Manufacturing Optimisation

The Manufacturing Optimisation programme aims to optimise supply chain management through the Just In Time flow creation model that integrates logistics and production planning.

WHY PARTICIPATE?

- Low production efficiency (labour yield)
- High internal and external quality failure costs (return rates, defects and/or rework)
- Low efficiency in internal logistics processes
- Long delivery waiting times or supplier failures
- Difficulty in planning orders
- Failure to comply with delivery deadlines
- High production change times
- High stock levels in the Supply Chain
- Conflicts between production and logistics departments
- High degree of complexity and low effectiveness in order, production and logistics planning.

PROGRAMME

- Lean Production Model
- Production Flow
- Layout and Line Design
- Standard Work
- SMED
- Low-Cost Automation
- Internal Logistics Flow
- Supermarkets
- Mizusumashi
- Synchronisation (Kanban/Junjo)
- Levelling and Internal Pull Planning
- Total Quality Management
- Industry 4.0 and KAIZEN™ Analytics features and practises
- Simulation Exercises
- Case Studies
Logistics Optimisation

The Logistics Optimisation programme presents techniques to optimise logistics operations, contributing to increased storage and transportation process profitability.

WHY PARTICIPATE?
- High transport costs
- Long lead times
- Poor productivity in warehouses
- High investment in equipment without impact on efficiency
- Storage space shortage
- Large number of SKUs and issues to grow by limitations of space/capacity.

PROGRAMME
- Lean Logistics Model
- Flow in External Logistics
- Warehouse Design
- Milkrun
- Inbound and Outbound flows
- Supply Chain Planning
- Industry 4.0 and KAIZEN™ Analytics features and practises
- Simulation Exercises
- Case Studies
The Maintenance Optimisation course focusses on equipment efficiency and maintenance improvement through an integrated optimisation model with production – Total Productive Maintenance.

WHY PARTICIPATE?
- Many equipment stoppages due to breakdowns and repair waiting times
- Skills and data collection gaps on OEE - Overall Equipment Efficiency
- Poor labour efficiency in production and maintenance
- Low yield of raw materials
- High levels of maintenance materials stocks
- High MRO costs - Maintenance, Repair & Operations

PROGRAMME
- Total Productive Maintenance Model
- OEE and Kobetsu KAIZEN™
- Autonomous Maintenance
- Planned Maintenance
- Maintenance Materials Inventory Management
- Industry 4.0 and KAIZEN™ Analytics features and practises
- Simulation Exercises
- Case Studies
Services Organisation and Optimisation

The Services Organisation and Optimisation programme focuses on improving informational transfer processes and customer service, impacting on productivity, quality and lead times.

WHY PARTICIPATE?
- High level of waste and low resource productivity
- Excessive, repetitive manual tasks
- Processes slowdown and variability
- Poor ongoing work visibility
- Bottlenecks in processes and lack of work levelling
- High reliance on information systems
- No error-proof mechanisms within processes
- Low efficiency and service level (either internal or external clients)

PROGRAMME
- Lean Services Model
- Flow Efficiency
- SIPOC
- Process Mapping
- Process Design
- Resource Efficiency
- Standard Work
- Business Process Automation
- Office Layout Design
- Planning Optimisation
- Capacity Planning
- Work Planning and Pacing
- Workplace Flexibility
- Digitalisation and KAIZEN™ Analytics features and practises
- Simulation Exercises
- Case Studies

2 DAYS
Project Management

The Project Management programme teaches a quick and efficient project delivery methodology using a set of phases to achieve customer satisfaction.

WHY PARTICIPATE?

- High rework level in projects
- Project delivery beyond deadline
- The need to adjust and adapt time to market
- Project success variability
- Unplanned design rework loops
- Very slow and progressive deployment of product production and sales
- Stress and dissatisfaction within project teams
- Low levels of creativity and collaboration

PROGRAMME

- Transition from traditional model to Accelerated Development
- Lean Project Management
  - Phase gate design
  - Project initiation
  - Planning optimisation
  - Visual management (Obeya control)
  - Portfolio management
- Lean Product Design
- 3P - Production Preparation Process
- Simulation exercises
- Case studies

2 DAYS KAIZEN™ SOLUTIONS
Data & Analytics

This Analytics course addresses the benefits of data and analytics, developing a set of skills and tools that are fundamental to achieve the strategic objectives of organisations. As part of the implementation of these new processes, KAIZEN™ principles and analytics tools enhance the performance of organisations in all areas.

WHY PARTICIPATE?

- Understand the main data analytics concepts.
- Learn about the different levels of data analytics maturity within a company.
- Seek to better understand how to use analytics to solve business challenges.
- Consult different tools and techniques used in analytics based on a practical approach.
- Understand how to define a strategy to leverage data for competitive advantage.

PROGRAMME

- KAIZEN™ Data & Analytics: introduction and terminology
- Data & Analytics Maturity Framework
- DATA: critical points
  - Strategy
  - Governance
  - Quality
  - Data architecture
- Analytics: a progressive path:
  - Database structuring and data mining
  - Reporting and BI tools
  - Simulation, digital twin and process mining
  - Regression and ML
  - Optimisation and AI
- How to successfully implement an Analytics project
- Simulation exercises
- Sharing of success stories arising from the projects’ implementation focused on Analytics.

1 DAY
“A journey of a thousand miles begins with a single step.”

Lau Tzu