



Global KAIZEN™ Award 5th Edition

Carcavelos, Lisbon, Portugal
November 21st, 2023

“This award means a lot to ASML. It shows that we are working on the right topics, and it is an extra motivation for our teams and stakeholders to continue this way of working for the future.”

Mark Immers,
Lean Deployment
Manager, ASML

Welcome to the Global KAIZEN™ Award

Fellow KAIZENers,
Since 2011, the initial launch of the KAIZEN™ Award in Portugal, 16 additional countries introduced the KAIZEN™ Award within their own country. In 2013, Spain joined the recognition initiatives followed by Brazil, Chile, Colombia, Finland, India, Italy, Mexico, The Netherlands, New Zealand, Poland, Singapore, and Thailand. The KAIZEN™ culture of recognition continues to grow with the recent additions of France, South Africa, and the UK & Ireland in 2023.

We are extremely proud to announce the Global KAIZEN™ Award 5th Edition this year. The KAIZEN™ Award adds significant value to our Continuous Improvement community. Its purpose is to encourage, motivate, recognize, instruct, and share our learnings. But most of all, we want to celebrate everyone's tireless and continuous efforts to improve their organizations.

The KAIZEN™ methodology has been applied across the globe in every economic sector and this year's Global KAIZEN™ Award nominees are a reflection of just that; the extensive and diverse applicability of KAIZEN™ everywhere.

Sincere congratulations to all the nominees of the Global KAIZEN™ Award 5th Edition and it is our utmost pleasure to celebrate this special occasion with you at Nova School of Business & Economics. I cannot express how grateful I am on behalf of the entire Kaizen Institute team about the enthusiasm of so many companies from various parts of the world. We trust this celebration will further inspire all of us to be even more energetic about KAIZEN™ in our efforts to improve the performance of organizations around the world through the power of KAIZEN™.



António Costa
CEO
Kaizen Institute, Ltd.

Global KAIZEN™ Award

The annual KAIZEN™ Awards, presented by Kaizen Institute business units, honor the best in KAIZEN™. The Global KAIZEN™ Award will be presented to outstanding KAIZEN™ Award recipients for their significant, innovative and effective implementation of KAIZEN™ principles and practices.

Objective

The Global KAIZEN™ Award has the following objectives:

- Recognize organizations taking the lead in implementing KAIZEN™;
- Drive Continuous Improvement efforts; and,
- Inspire change among industry leaders.

Category

The organization demonstrates excellence in applying KAIZEN™ principles and practices. The category recognizes any organizations, public or private, SME or large MNC, from all fields and sectors.

Evaluation and Timeline

The Global KAIZEN™ Award committee, consisting of participating Kaizen Institute business unit executives and Kaizen Institute Global Operations directors, will evaluate and assess the data of nominees for the Global KAIZEN™ Award 5th Edition.

by 30.09.2023	Submission of nominee data by Kaizen Institute business units
by 17.10.2023	Preliminary analysis completed by Kaizen Institute
by 20.10.2023	Evaluation of client ¹
by 25.10.2023	Global KAIZEN™ Award decision ²
on 21.11.2023	Global KAIZEN™ Award 5 th Edition

¹ If necessary an additional on-site appraisal will be conducted by a Kaizen Institute representative.

² The decision of the evaluation committee is final and cannot be appealed.

Prize

The recipient of the 1st place Global KAIZEN™ Award 5th Edition will be awarded with two vouchers to participate in any KAIZEN™ learning program, KAIZEN™ Insight Tour or KAIZEN™ Benchmark Tour³.

Learn more

To find out more about the KAIZEN™ Awards visit <https://awards.kaizen.com> or contact your local business partner.

³Offer does not include additional expenses incurred, including, but not limited to, air fare, travel costs and accommodation. Offer has no cash value. Kaizen Institute reserves the right to end or modify this offer at any time. Certain restrictions apply.

“The Global KAIZEN™ Award is a tremendous honor that serves as a testament to the commitment Electrolux has with Continuous Improvement efforts.”

Laura Pimenta
Regional CI Manager
Electrolux, Chile

Ceremony Program

Global KAIZEN™ Award 5th Edition
Tuesday, November 21st, 2023
15:00 to 18:00 GMT

	Topic	Name	Company
15:00	Opening	António Costa	Kaizen Institute
15:10	Global KAIZEN™ Award – Overview of Nominees	António Costa	Kaizen Institute
	Company & Project Presentation	Eduardo Almeida	Tecumseh do Brasil Ltda.
	Company & Project Presentation	Nuno Matos	Auchan Retail Portugal S.A.
	Company & Project Presentation	Shirish Yadav, Partha Bhattacharjee, Deepak Desai	ITC Limited Foods Division, India
	Company & Project Presentation	Fernando Vianna Landazabal	Coca-Cola FEMSA, Colombia
16:15	Break		
16:45	Company & Project Presentation	Mariusz Petrow, Patryk Grzempa	Ardagh Glass S.A., Poland
17:00	Failing Forward – OPEX Journey Twinscan Factory	Sjors van Rooij	ASML Holding NV, The Netherlands
17:15	Announcement of the Award Recipients	António Costa	Kaizen Institute
17:30	Panel Discussion	António Costa	Kaizen Institute
18:00	Closing	António Costa	Kaizen Institute



Ardagh Glass S.A., Poland

Sector: Manufacturing

Products or Services: Glass packaging
(bottles and jars)

www.ardaghgroup.com

Presentation of the Company

The Ardagh Group produces glass packaging with the headquarters of Ardagh Glass S.A., as well as a plant employing 350 people, located in Gostyń. The other two branches in Poland are in Huta Szkła in Ujście, and Huta Szkła in Wyszków. The Ardagh Group has been implementing Lean and Six Sigma methodologies successfully for many years. Each plant has a dedicated CI leader, conducting internal training in both Lean and Six Sigma tools (Green Belt and Black Belt). Production efficiency is thoroughly monitored through production supervision systems, a quality system, and various indicators of both process inputs and outputs.

Project Title

Continuous Improvement (CI) Transformation

Project Framework

The objective of the project is a long-term transformation towards a culture of Continuous Improvement by using Lean Six Sigma methodologies. It started with a KAIZEN™ transformation, the development of know-how, and the implementation of other advanced tools such as SMED and TPM. The organization has been developing appropriate management structures as well as the implementation of training programs, managed through competence matrices. In addition, the project became part of the corporate strategy with Key Performance Indicators (KPI) enabling the monitoring of implementation progress. Employees at all levels of the organization are involved in the project.

Project Team

Piotr Ignasiak, Mariusz Petrow, Kamil Kantecki, Marcin Kuśnierek, Dariusz Szczęsny, Bartłomiej Ruta, Anna Biskup, Maciej Buczkowski.



Auchan Retail Portugal S.A.

Sector: Retail

Products or Services: Food, Non-food, Technology, Fuel

www.auchan-retail.com

Presentation of the Company

Auchan Retail was founded 55 years ago with an ongoing ambition and willingness to change customers' lives! They address today's omnichannel consumers by paying attention to their needs for quality, exclusivity, and healthy local products at discounted prices. Their values are based on three pillars:

1. Trust, which is the key to effective, benevolent, and meaningful collaboration for all stakeholders. In a world that is constantly evolving, trust drives them to build rich and long-lasting relationships every day.
2. Openness, is a state of mind that makes all the difference and enables change. Alongside curiosity and enthusiasm, the ability to challenge oneself to reinvent tomorrow's trade, will change the lives of the planet's 8 billion inhabitants.
3. Excellence, is attained through their inwards and outwards improvement, driven by their passion for their products, services, and relationships.

Excellence guides them: they are not satisfied with doing better, they have the ambition to offer the best to each and everyone.

Project Title

Cost 2 Serve

Project Framework

The project arose from the need to make processes more efficient in the warehousing and transportation areas. An additional objective was to reduce operating costs by reviewing, altering, and standardizing processes, as well as introducing a culture of Continuous Improvement and methodologies to guarantee the visibility of flow.

Project Team

Business Leader: Ana Leandro.

Project Management: Nuno Matos and Gonalo Rosmaninho.

Project Team: Members of procurement, stores, IT, management control, transport, logistics operations, and supply chain teams.



Brand ID Oy, Finland

Sector: Industrial solutions

Products or Services: Industrial graphics, store and company branding, digital retail solutions, sales displays, and packaging

www.brandid.fi

Presentation of the Company

Brand ID Oy was founded in 1980. They provide durable industrial graphics solutions that make their customers' products stand out. Their products are suitable for environments that require extreme durability while they also cater for short-term labeling needs. Their wide product selection includes screen-printed, special-printed, and shape-cut labels. Brand ID's high-quality industrial graphics provide a permanent advantage anywhere, any time. Continuous testing, in-house product development, and extensive expertise guarantee the right branding solutions in the right location for the customer. Labelling products are always manufactured according to the customer's needs while also considering the application and product characteristics.

Project Title

Improving the flow of sheet production

Project Framework

Long lead-times, Numerous interim storage, The capacity is not enough for future customer needs, The printing press changeover time is long.

Project Team

Project manager: Elina Marttila Production Manager,
Project team:

Buyer: Teemu Hieta-Koivisto,

Team leaders: Miia Gustafsson, Toni Väre, Petri Björkqvist, Ville Tuori, and

Development manager: Vesa Salovaara.



Coca-Cola FEMSA, Colombia

Sector: FMCG

Products or Services: Refreshing drinks

www.coca-colafemsa.com

Presentation of the Company

Coca-Cola FEMSA is the largest bottler in the world by sales volume. They produce and distribute The Coca-Cola Company trademarked beverages, offering a broad portfolio of 134 brands to more than 270 million consumers every day. With more than 97 thousand employees, they market and sell approximately 3.8 billion units (cases) through more than 2 million points of sale annually. Operating 56 manufacturing plants and 249 distribution centers, Coca-Cola FEMSA is committed to generating economic, social, and environmental value for all stakeholders throughout the value chain.

The Coca-Cola FEMSA Plant, Tocancipá is one of FEMSA's largest bottling plants, responsible for producing and bottling more than 135 million units (cases) per year. Their vision is to be the best plant in the Coca-Cola system, recognized for the quality of their people and their extraordinary results, based on the permanent experience of their KOF DNA.

Project Title

Packaging Optimization (Cell 1)

Project Framework

Optimization of packaging material: cardboard sheets in wooden or plastic pallets of Coca-Cola 1.5 L and Coca-Cola 400 ml products for lines 2 and 3 respectively at Coca-Cola FEMSA's Tocancipá plant. Considering the success of the project, it was decided to replicate this in cell 2 for lines 4 and 5 for all 400 ml products. Additionally, a further rollout of this project for the other six plants in the country is under review.

Project Team

Project Leader: Natalia Ramirez.

Work Team: James Cuellar; Mónica Mora;

Victor Tinjacá; Miguel Montaña; Manuela Dagert.

Coach: Germán Ribón.



ITC Limited Foods Division, India

Sector: FMCG

Products or Services: Branded Packaged Foods - Finger Snacks, Potato Chips & Instant Noodle

www.itcportal.com

Presentation of the Company

ITC is one of India's foremost private companies and a diversified conglomerate with businesses spanning Fast Moving Consumer Goods (FMCG), Hotels, Paperboards and Packaging, Agri Business, and Information Technology. ITC is ranked as India's most admired company. Over the last decade, ITC's new Consumer Goods Businesses have established a vibrant portfolio of 25+ world-class Indian brands, creating and retaining value in India. ITC's world-class FMCG brands, including Aashirvaad, Sunfeast, Yippee!, Bingo!, B Natural, ITC Master Chef, Fabelle, Sunbean, Fiana, Engage, Vivel, Savlon, Classmate, Paperkraft, Mangaldeep, Aim, and others, have garnered encouraging consumer approval within a short time span. ITC's core values are trust, customer focus, excellence, innovation, respect for people, and national orientation. ICML Panchla is part of ITC Foods Business Division with its commercial operation founded in 2017. The unit has three product categories: noodles, finger snacks & potato chips.

Project Title

Operational Excellence and Operational Transformation

Project Framework

The Continuous Improvement (CI) path in ITC Panchla began in 2018 with an operational excellence model, Achieving Continuous Excellence (ACE), which progressively involved Safety and quality improvement, people development, Focused Improvement, Autonomous Maintenance, and Planned Maintenance activities. Starting with the initial GEMBAKAIZEN™ steps in production, Continuous Improvements subsequently extended to all the functions in the factory. This has become an integral part of operational strategy through the launch of an operational excellence program. The effective training in the application of tools like 5S, VSM, Poka Yoke, 7QC Tools, 5W1H, Why-Why Analysis, 5G, RCA, KAIZEN™, SMED, and by involving our people, encouraging suggestions through Gemba participation, it has significantly reduced waste (muda) and improved customer value in a Quantum manner. Over the years - KAIZEN™ culture has become a way of life for everyone, everywhere and every day.

Project Team

Shirish Yadav-EVP (Technology & Manufacturing); Partho Bhattacharjee (GM & ICML Head); Jivitesh Goenka (Unit CI Lead); Narendra Solanki (FI Lead); Samapika Hazra (QM Lead); Chinmay Muduli (AM Lead); Sumanath Sahu (SHE Lead); Malvika Singh (PM Lead); Giribala Samal (E & T Lead).



Jumbo Supermarkten B.V., The Netherlands

Sector: Retail and Logistics
Products or Services: Grocery retailer
www.jumbo.com

Presentation of the Company

Jumbo has been pursuing the same goal for over 100 years: turning customers into fans because they enjoy shopping. They make tasty and healthy food easy and available for everyone, achieving this together with all employees and third parties with whom they collaborate while caring about people, animals, and the environment. Every day they search for improvement opportunities.

Jumbo is also progressive within the Supply Chain. Introducing one of the first fully electric trucks on the road is evidence of this forward-thinking, as well as being a pioneer in the field of large-scale mechanized distribution centers (DC).

Project Title

Lean implementation at Jumbo CDC Nieuwegein

Project Framework

Jumbo's first mechanized distribution center in Nieuwegein opened mid-2020. This Central Distribution Center (CDC) for medium, slow moving, long shelf-life products is highly mechanized. (70%

of all work is automated). Jumbo realized that a mechanized DC is more like a factory and must therefore be controlled as such. For this reason, Continuous Improvement (CI) has been put at the heart of the new organization to establish a CI culture. A Lean and KAIZEN™ principles-based management system was designed and implemented, called Jumbo Production System.

Goals planned beforehand and achieved: Establish a learning organization which strives to improve itself day by day, ensuring to be a reliable world class supplier of Jumbo's clients, the grocery stores. Focus of the first year was ramping up the plant successfully establishing robust meeting structure and supporting Lean routines. An extensive training and awareness program on Lean principles supported the teams to embrace the new way of working. From year two they added an improvement structure, involving all layers in the organization to be parts of the improvement journey. This led to a 23% avg higher employee satisfaction rate compared to other DC's.

Project Team

Small team led by CI Manager of the site, who was also responsible for the design and direction. Design and implementation were challenged by the OPEX consultant.



Leoni Cable, S.A. de C.V., Mexico

Sector: Automotive Supplier

Products or Services: Electronic equipment for motor vehicles

www.leoni.com

Presentation of the Company

A small wire factory in the Franconia region of Bavaria laid the foundation for today's global player LEONI back in 1569. From these beginnings, Leonische Werke Roth-Nürnberg AG emerged in 1917, since then and to date LEONI has become a global provider of products, solutions, and services for data and energy management in the automotive and other industries. The group of companies has around 95,000 employees in 27 countries, the more than 58 plants around the world figure out Leoni family and generating consolidated sales of EUR 5.1 billion in 2022. In 1999 it opened its first plant in Mexico belonging to the Division ACS (Automotive Cable Solutions), assuming leading market positions in automotive standard, high voltage, data and sensor cables as well as charging cables, with facilities in Cuauhtémoc, Chih., as well as in Apaseo El Grande, Gto. currently, Leoni Cable México produces four million kilometers of cable per year, the equivalent of circumnavigating the world 100 times.

Project Title

KAIZEN™ Production System of LEONI CABLE

Project Framework

The magnitude of growth lead Leoni Cable to look for alternatives to make its processes more efficient, seeking excellence in Continuous Improvement (CI). The project focused on the KAIZEN™ production system, implementing intelligent tools within the organization to add more value to each of the production processes. These tools enabled Leoni Cable to transform into an Industry 4.0 organization where communication has become a key success factor. The central intention of the implementation of these systems (including software) is to strengthen the KAIZEN™ pillars of the organization by eliminating waste in processes through standardization. Furthermore, real-time notifications from the plant facilitates timely decision-making. Creating a workplace climate of trust where people can develop their talent using KAIZEN™ tools to exceed financial, quality, and service goals is not an option for Leoni Cable, it is a reality.

Project Team

Everardo Avila, Alfonso Reynoso, Adrian Loya, Yuren Delval.



NSG – Pilkington Italia Spa, Italy

Sector: Manufacturing

Products or Services: Glass for the automotive and building sectors

www.nsg.com

www.pilkington.com

Presentation of the Company

Established in 1918, NSG acquired Pilkington plc in 2006, a world leader in the glass industry who invented the float glass process. The San Salvo plant supplies – directly or through the other companies of the Group – the major car manufacturers in Europe and worldwide. Overall, the Group is one of the largest worldwide manufacturers of glass for the building industry, the automotive industry, and the specialty glass sector.

Project Title

Build our House of Motivation Employee to achieve excellence

Project Framework

In April 2021, in the most critical/post-pandemic moment, they asked themselves what would be necessary to address two strategic issues:

- Putting people back at the center of the work, the pulsating engine of the restart.
- Generate the driver for the future growth: Skill “Shaping” to achieve excellence in Manufacturing, a key requirement of the transformation within the new context.

The NSG Academy has been launched to deliver the strategic target, enhance the cultural changes and performance improvement, and create a solid base of Lean values and sustainable growth through its dissemination, driving employees in a “structured and data driven approach” to achieve the Excellence. Through the development of a cross-functional team the following objectives should be reached:

- Creating a culture oriented towards Continuous Improvement (CI), based on Lean principles
- Applying Lean analysis and optimization methods into the manufacturing area to implement a Workplace Organization.

The KAIZEN™ Event (NSG “Kaizen Week”) method was introduced at gemba to reduce waste and to ensure that the principles of CI became part of the company culture. The motto is: “Go to see and just do it!”.

Main results obtained from the project:

- Increase collaboration and foster innovation and creativity,
- Disseminate the Lean manufacturing culture and the decision making process based on data driven approach,
- Teamwork and performance improvement through fun and motivation. More than 1000 employees directly involved in training. Target is to meet about 2500 employees.

Project Team

Kaizen Institute, consultants and NSG leaders of various corporate functions.



Ormazabal y Compañía SLU, Spain

Sector: Manufacturing

Products or Services: Electrical distribution and control devices

www.ormazabal.com

Presentation of the Company

Ormazabal y Compañía SLU, Spain is composed of businesses that provide advanced technological solutions in line with the development of the smart city. It offers a wide range of products, including transformers, medium-voltage switchgear, automation systems, protection and control equipment, and intelligent solutions for the management of electrical networks. These solutions are characterized by their technological innovation, energy efficiency, and environmental sustainability.

Project Title

Continuous Improvement Model in Ormazabal's Boilerworks Section

Project Framework

Tecnichapa embarked on its journey in Continuous Improvement in 2018, which would later prove to be of great assistance in its merger with Ormazabal, which had a strong commitment to promoting a culture of Continuous Improvement.

Project Team

Jon Elejabarrieta, Roberto Hernando.



Precast HQ Limited, New Zealand

Sector: Manufacturing

Products or Services: Precast concrete manufacturing

www.precasthq.co.nz

Presentation of the Company

Founded in 2017 with no vision, values nor a clear sense of direction, Precast HQ grew rapidly on the back of a booming construction market, and it survived solely on good fortune and hard work. Fast forward to July 2021 Precast HQ was introduced to the principles of lean manufacturing. Thinking we had a silver bullet for success, we decided to start 'doing' lean manufacturing. Still with a finite mindset, Precast HQ engaged Kaizen Institute New Zealand to make this happen.

After two years and more than 400 hours of coaching we understand that KAIZEN™ is not something you do for three hours every week, nor is it something you implement and then it's done. To Precast HQ, KAIZEN™ has become a set of principles which, we embody to run our business. This understanding has helped drive a shift to an infinite mindset. Precast HQ now has a vision of chasing excellence, we know where we are going and we have a set of values to guide us on our journey there, and wherever we go after that.

Project Title

Holistic KAIZEN™ Transformation Program

Project Framework

Precast HQ's journey with Kaizen Institute New Zealand has been mostly about learning and understanding both the principles of KAIZEN™ (which, we now consider to be the principles of business) and how we apply these in our company. The key piece to this journey has been the establishment of our Mission Control Room (MCR). It started with Post-It notes on a sheet of paper and a blueprint on an Excel spread sheet, from where it evolved as we progressed on our KAIZEN™ journey.

Through relentless discipline it has become the epicenter of our business structures, the way we operate, the decisions we make, and the way we continuously improve, grow, and develop our team. Our MCR has been, and still is the framework for our KAIZEN™ program and our business operations.

Project Team

Guy Quaife, Director; Paul Aviata, Director; Jameson Benfell, Operations Development Manager; Sam Martin, HR and Health and Safety Manager; Jameel Sarbudeen, Commercial Manager.



Qarbon Aerospace (Thailand) Co., Ltd.

Sector: Manufacturing

Products or Services: Composite components for commercial airframes and engines

www.qarbonaerospace.com

Presentation of the Company

Qarbon Aerospace is a premier manufacturer of cutting-edge composite components and assemblies at all levels of complexity, with products installed on the industry's most advanced commercial and military aircraft. A US-owned company with a global footprint of almost two million square feet of state-of-the-art facilities.

Qarbon Aerospace Thailand has 150,000 ft² of manufacturing space with a broad array of equipment and a highly skilled workforce to deliver product on-time with quality assured. The facility has been manufacturing complex, hand-layup composite components and assemblies for the industry's leading civil airframes and engines for over 12 years. The site, situated in a Free Trade Zone, in a highly competitive region and with proven performance as a sole source on high-rate Single Aisle programs, Qarbon Aerospace Thailand has been a strategic supplier of lowest cost, build-to-print composite components to Europe, USA and China on platforms including A320, A350 and 787 Dreamliner.

Project Title

KAIZEN™ Event VSM A330LR Manufacturing Lead Time Improvement

Project Framework

- **Project period:** June to September 2022
- **Project Goals:** To minimize non-value added activities and reduce MFG lead time by 30%.

- **Pre-KAIZEN™:** Prepared charter, established objectives and selected team members.
- **KAIZEN™ Week:** The event was conducted for 4 days with representatives from cross-functional teams.

Day 1 activity started from conceptual training of Lean tools, review of KAIZEN™ charter and Gemba walks to observe 8-wastes on the shop floor.

Day 2 event was focused on the A330LR process, gathering data needed to create the Value Stream Map (VSM) (e.g., customer demand, cycle time, takt time, WIP, resources, etc.)

Day 3 continued with creating the VSM current state, identifying bottlenecks, brainstorming, and defining KAIZEN™ bursts of opportunities.

Day 4 refined improvement actions, defined responsibilities, and established a kaizen newspaper (actions tracker).

- **Post-KAIZEN™:** 30 days to execute actions and follow up by a weekly meeting to track performance.

Project Team

Facilitator: Pornnipa S. (Head of Industrial Engineering).

Area Owner: Weerapat T. (Head of Operations).

Team Members: Chittikhun K. (Project Manager); Worawut P. (Operation Supervisor); Anuwat K (Operation Supervisor); Laongdaw R (Operation Supervisor); Pattarawan S. (Engineering Supervisor); Prasit K. (Industrial Engineering Supervisor), Sayomporn N. (Production Planner); and Monthapa S. (Skills and Training).



SMRT Trains Limited, Singapore

Sector: Public Transportation

Products or Services: Public Transportation

www.smrt.com.sg

Presentation of the Company

SMRT Corporation Ltd (SMRT) is a public transport service provider. Their primary business is to manage and operate train services in Singapore on the North-South Line, the East-West Line, the Circle Line, the new Thomson-East Coast Line, and the Bukit Panjang Light Rail Transit. This is complemented by their bus, taxi, and private hire vehicle services. SMRT is committed to providing safe, reliable, and comfortable service for their commuters. SMRT's mission of moving people and enhancing lifestyles is guided by their core values, R.I.S.E: Respect for people and their professionalism; Service with Integrity and from their hearts; Safety of employees, commuters, and community is at the core of their work; and the pursuit of excellence through improvement.

Project Title

KAIZEN™ Ecosystem in SMRT

Project Framework

"Good today, better tomorrow" - every SMRT employee is familiar with this motto, since

KAIZEN™ was launched in 2018, this encourages Continuous Improvement (CI) by cultivating an efficient work environment that involves training all staff in four competency levels. KAIZEN™ Portal has been developed to make it easy for staff to provide improvement suggestions and access key information on their KAIZEN™ journey. Workplace is another platform where employees can easily share KAIZEN™ best practices. Various projects and ideas are shared on this organization-wide internal engagement platform, allowing for greater collaboration and communication among different teams within SMRT. The portal is built with controls such as limitation of number of members per project, duplication in submission, auto calculations of labor-hour savings, and apportionment allocation for collaboration projects. Vouchers worth \$70k are awarded in our Annual Chairman and GCEO KAIZEN™ Awards and KAIZEN™ bonus are issued to all staff.

Project Team

Joint effort by two teams maintaining the portal, promotion & awareness, sharing of best practices, regular engagements with 350+ KAIZEN™ representatives or evaluators. KAIZEN™ trainings are designed and delivered by trainers armed with Lean Six Sigma Black Belt certification.



Tecumseh do Brasil Ltda.

Sector: Manufacturing

Products or Services: Domestic and commercial refrigeration

www.tecumseh.com

Presentation of the Company

Tecumseh do Brasil Ltda., a subsidiary of Tecumseh Products Company (USA), was founded in November 1972 and started with production activities in 1973. It is located in São Carlos and has a modern industrial park with 803'000 m² in total, of which 145'000 m² are dedicated to manufacturing. Two integrated plants are producing hermetic compressors for domestic and commercial refrigeration and air conditioners, electrical and electronic components, and cast products. Tecumseh products are designed to promote the well-being of users and are used in products such as refrigerators, freezers, commercial displays, drinking fountains, air conditioners, automotive segments, among others.

Project Title

Interactive Value Stream Mapping

Project Framework

The project is connected to the Tecumseh Production System, being the main tool for Continuous Improvement (CI) through the management pillar called VSM (Value Stream Mapping).

The "Interactive Value Stream Mapping" project connects, in an easy and fast way, all hierarchical levels of Tecumseh's manufacturing, aiming for daily CI through the opportunity of mapping routines, within the production flow of prioritized product families.

Project Team

Development and implementation: Felipp Willy, Hyago Martins, Mauricio Scassolo, Fabiana Pires (Engineering), Leonardo Casagrande (PMO), managers, supervisors, and preparers (Manufacturing). Sponsorship and Support: Eduardo Almeida (Senior Industrial Director).



Definition of KAIZEN™

Over 35 years ago, Masaaki Imai sat down to pen the groundbreaking book 'Kaizen: The Key to Japan's Competitive Success' (McGraw Hill 1986). Through this book, the term KAIZEN™ was introduced to the Western world. Today KAIZEN™ is recognized worldwide as an important pillar of an organization's long-term competitive strategy. Since introducing this term as a systematic approach for business improvement, companies that implement KAIZEN™ have continually yielded superior results.

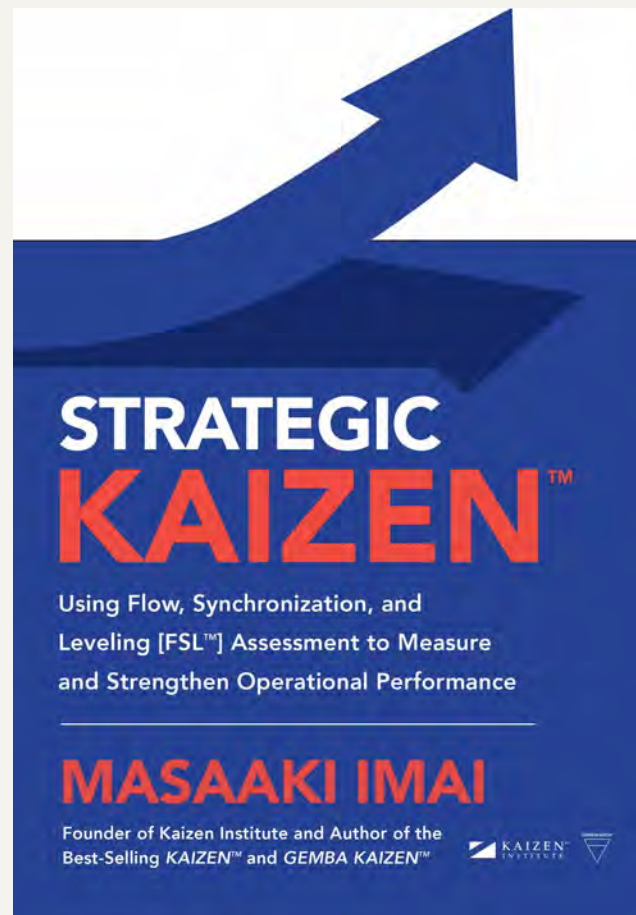
"KAIZEN™ means improvement. Moreover, it means continuing improvement in personal life, home life, social life, and working life. When applied to the workplace KAIZEN™ means continuing improvement involving everyone – managers and workers alike."

Masaaki Imai,
Founder of Kaizen Institute

Strategic KAIZEN™ – The Third Book by the Father of KAIZEN™

This is Masaaki Imai's third book on management strategy, following 'Kaizen: The Key to Japan's Competitive Success' (McGraw Hill 1986) and 'Gemba Kaizen: A Commonsense Low-Cost Approach to Management' (McGraw Hill 1997). In 'Strategic KAIZEN™: Using Flow, Synchronization, and Leveling (FSL™) Assessment to Measure and Strengthen Operational Performance' (McGraw Hill 2021), Masaaki Imai identifies three key concepts, – "Flow," "Synchronization," and "Leveling" (FSL™), as the hidden secrets of Lean strategy.

**Order your copy of
"Strategic KAIZEN™" at:
<https://rb.gy/rfv0ci>**



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= CHANGE



ZEN
= FOR THE
BETTER

www.kaizen.com



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