

The Masaaki Imai Distinction 2026 Bosch.

9th March 2026



The **second edition of the Masaaki Imai Distinction** celebrates the continued pursuit of organizational excellence by honoring **Bosch** for its exemplary CI deployment. Following the recognition of Shell in 2025, Kaizen Institute now honors Bosch for its outstanding achievements and the sophisticated evolution of the Bosch Production System (BPS).

Alongside recognizing Bosch we will bring together a selective group of Global leaders to explore the new frontiers in CI and strengthen the global CI community for the future. This exclusive in-person event, hosted at the Bosch Villa in Stuttgart on March 9th, 2026, will offer participants the rare opportunity to immerse themselves in Bosch's CI journey. Through dynamic panel discussions and global success cases—ranging from plant economics in Japan to digitally supported strategies in Germany—attendees will exchange valuable insights into scaling CI from local initiatives to impactful global strategies.

Join us on the 9th of March to recognize Bosch with the Masaaki Imai Distinction and learn more about Bosch's CI journey

AGENDA

LEARN FROM THE JOURNEY...

- 13:00 **Welcome & Opening**
- 13:35 **Introduction to Bosch**
- 13:45 **The evolution of BPS at Bosch: A Kaizen Success Story**
- 14:00 **Kaizen in Practice: Global Success Cases:**
 - How flow contributes to plant economics
 - Higashimatsuyama Plant, Japan
 - Bosch Leading Improvement: Kaizen event & Qualification Program
 - Charleston Plant, USA
 - BPS in direct and indirect areas, digitally supported
 - Blaichach Plant, Germany
- 14:45 **Coffee Break**
- 15:05 **Panel Discussion Bosch – Kaizen Institute – Guests**
 - The Future of Continuous Improvement
- 15:25 **Masaaki Imai Distinction attribution to Bosch**
- 15:55 **Closing Remarks**
- 16:00 **A visit to the Bosch Villa**
- 17:00 **End**

**Schedules can be subject to change*

THE MASAAKI IMAI DISTINCTION

The Masaaki Imai Distinction is a prestigious recognition in Continuous Improvement practices, named after Kaizen Institute's founder. It honors long-term commitment to CI principles across entire organizations, emphasizing cultural transformation over short-term gains. This distinction represents the pinnacle of achievement in CI, distinguishing itself through its holistic approach to recognizing strategic implementation and dedication to ongoing progress.



— **KAIZEN INSTITUTE**
WHO WE ARE



Kaizen Institute is an international company that provides consulting and training services in Continuous Improvement to public and private companies in more than 35 countries.

We support organizations of all sizes and from all economic sectors in their transformation projects and path to excellence.

Founded in 1985 in Switzerland by Masaaki Imai, Kaizen Institute is the original KAIZEN™ CI expert, spreading the teachings born in Japan.



— **BOSCH**
MASAAKI IMAI DISTINCTION 2026
WINNER

Robert Bosch GmbH is a leading global supplier of technology and services, operating across the Mobility, Industrial Technology, Consumer Goods, and Energy and Building Technology sectors in over 60 countries.

Bosch supports a diverse range of industries by delivering innovative "Invented for Life" solutions, leveraging expertise in AI and IoT to enhance global quality of life through sustainable engineering and smart connectivity.

Founded in 1886 in Stuttgart by Robert Bosch, the company originated as a precision mechanics workshop and now operates under a unique charitable foundation structure that ensures its long-term independence and commitment to social causes.

For its continuous commitment to improvement, Bosch will be recognized with the Masaaki Imai Distinction 2026.