www.kaizen.com

KAIZEN™ INSTITUTE

Global KAIZEN™ Award 4th Edition

Virtual Ceremony,
November 22nd, 2022

"The Global KAIZEN™ Award means a lot for CTT because it's a symbol of our commitment to Continuous Improvement; not only in this project but every day to our customers."

Ana Fadista Manso,
Deputy Director, CTT,
Portugal

Welcome to the Global KAIZEN™ Award

Fellow KAIZENers,
Since 2011, Kaizen Institute has been organizing the KAIZEN™ Award program. The first KAIZEN™ Award was launched in Portugal and since then, ten additional Kaizen Institute business units started offering the program within their countries; Brazil, Chile, Colombia, India, Italy, Mexico, Netherlands, Poland, Spain and Thailand.

We are extremely proud to announce the Global KAIZEN™ Award 4th 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 4th Edition and it is our utmost pleasure to celebrate this special occasion with you. While we anxiously anticipate the announcement of the Global KAIZEN™ Award recipients selected through careful and comprehensive evaluation, 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™.

Risa I. Cox
Managing Director
Kaizen Global Enterprises

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 an outstanding KAIZEN™ Award recipient 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.

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 3rd Edition.

Category

he 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.

by 30.09.2022	Submission of nominee data by Kaizen Institute business units
by 30.10.2022	Preliminary analysis completed by Kaizen Institute
by 10.11.2022	Evaluation of client[1]
by 25.10.2022	Global KAIZEN™ Award decision[2]
on 22.11.2022	Global KAIZEN™ Award 4th 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 4th Edition will be awarded with two vouchers to participate in any KAIZEN™ learning program, KAIZEN™ Insight Tour or KAIZEN™ Benchmark Tour[3].

Learn more

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

[3] Offer 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 4th Edition
Tuesday, November 22nd, 2022
15:00 to 17:00 GMT

	Topic	Name	Company
15:00	**Opening**	António Costa	Kaizen Institute
15:05	Global KAIZEN™ Award - Overview of Nominees	António Costa	Kaizen Institute
	Company & Project Presentation	Paul Joseph Hayes	Siam City Cement PLC
	Company & Project Presentation	Carina Helena Rohlfs Ruviaro	WEG Equipamentos Elétricos S/A
	Company & Project Presentation	Andrzej Doroszkiewicz, Weronika Piela-Janków	Flextronics International Poland Sp. z o.o.
	Company & Project Presentation	Steven Loyens, Mark Immers, Olaf van de Ven	ASML Holding NV
15:55	**Break**		
16:00	Company & Project Presentation	Andrea Loss	Acqua Minerale San Benedetto S.p.A.
	Company & Project Presentation	José Pina, Raquel Almeida, Vítor Lucas, Paulo Jordão, Luís Ferreira	Altri, SGPS, S.A.
16:25	Announcement of the Award Recipients	António Costa	Kaizen Institute
16:45	Panel Discussion	António Costa tbc	Kaizen Institute
17:00	**Closing**	António Costa	Kaizen Institute

Siam City Cement Public Company Limited, Thailand

Sector: Building Materials
Products or Services: Cement
www.siamcitycement.com/en/home

Presentation of the Company
Siam City Cement Public Company Limited (SCCC) is the second largest cement producer in Thailand with a history of supplying innovative cement products, services, and solutions for more than 50 years. The company also manufactures in Cambodia, Bangladesh, Vietnam, and Sri Lanka. During 2021 the group generated 42,000M Baht (1,284M USD) total net sales with 4,700 employees. At the Thailand operation, the company manufactured and sold 9.1M metric tons of cement and exported an additional +2.5M metric tons of clinker from its main manufacturing site at Saraburi in Thailand, 100km north of Bangkok.

Project Title
SCCC Thailand Supply Chain Lean Journey

Project Framework
After starting a Lean pilot at SCCC bag (packaging) production operations, it was decided in 2020 to merge packing & dispatch operations with the outbound logistics team to form a new supply chain function. The objective was to implement the Lean philosophy across the newly-formed supply chain function, from materials inbound and in-plant logistics, to packing, dispatch and distribution of approximately 12M metric tons of finished product (cement and clinker). SCCC wanted to fully develop their team of over 200 people to adopt the Lean approach in all aspects of our work. Workplace organization (5S), Daily KAIZEN™, Leaders' Standard Work, visual management, A3 Continuous Improvement, and layered process support, forming the foundation of their efforts.

Project Team
Paul Hayes (SVP Supply Chain), Tarit Quankeeree (Cement Packing Department Manager), Siri Amraram (Plant Logistics Operations Control Department Manager), Saringkarn Leungtongkum (Plant Logistics System & Performance Division Manager), Warit Jirapinyo (Outbound Logistics Manager), Phasin Komonchaisak (Logistics Strategy & Planning Department Manager), Nuttapong Auetavonarnun (Senior Logistics Operation Department Manager), Unravee Chowprasert (Transport Management Department Manager), Trinarong Rangaratna (Multi-Modal Transport and Port Operations Division Manager), Thanya Leelahabooniem (Logistics Excellence Department Manager), Jaraskwan Petchpaibool (Senior Logistics Functional Coach), Tanakarn Kareepetch (Packaging Division Manager), Usa Phetthai (Plant Logistics Scheduling & Control Division Manager), Katawoot Kiatgamjorn (Cement Packing Division Manager - Plant 2), Tanapan Sudsa-ard (Cement Packing Division Manager - Plant 3).

WEG Equipamentos Elétricos S/A, Brazil

Sector: Capital Goods
Products or Services: Solutions in electric machines, automation and paints for several sectors, including infrastructure, steel, pulp and paper, oil and gas, mining, among many others
www.weg.net

Presentation of the Company
WEG Equipamentos Elétricos S/A started in 1961, when electrician Werner Ricardo Voigt, manager Eggon João da Silva, and mechanic Geraldo Werninghaus founded the company Eletromotores Jaraguá.

Producing automatic electric motors initially, WEG began to expand its activities in the 1980s with the production of electronic components, industrial automated products, power and distribution transformers, electric and powder paints, and electro-insulating varnishes. It consolidated its market position not only as a manufacturer of motors, but also as a supplier of complete industrial systems.

Project Title
WEG Continuous Improvement system in the development and implementation of integrated manufacturing assembly line (LIM)

Project Framework
WEG´s Lean story began in partnership with Kaizen Institute who supported them with their initial KAIZEN™ trainings and events. The work continued with the dissemination of a Lean culture and the implementation of several improvement projects that showed significant increases in productivity, lead time reduction, and quality indicators (KAIZEN™ Award Brazil 2016). Despite the results, there was still no flow connection between processes (layout was per process) which highlighted an opportunity for a new leap in improvement. In the design of the LIM lines, it was possible to optimize processes and implement assembly cells with high productivity.

Project Team
Ademir Eleutério, Alexandre Neto, Anderson Tecilla, Antonio Silva, Carina Ruviaro, Carlos Andrade, Clecio Nascimento, Douglas Dellani, Eliene da Silva, Francisco dos Santos, Gabryel Konell, Gerson Borchardt, Guilherme Becker, Grasiani Fachini, Henio Gonçalves, Jonathan Marquardt, Julio Pedroso, Mariana Milanez, Rafaela Marquezini, Robson Reese, Sergio Spezia, and Silvio Neves.

Flextronics International Poland Sp. z o.o., Poland

Sector: Production
Products or Services: Telecom, Industrial, High Level Integration, Consumer Goods
www.flex.com

Presentation of the Company
Flex is the manufacturing partner of choice that helps a diverse customer base design and build products that improve the world. Through the collective strength of a global workforce across 30 countries, Flex delivers technology innovation, supply chain, and manufacturing solutions to various industries and end markets through responsible, sustainable operations.
Since 2000, the campus in Tczew has been helping their customers design and build products that simplifies life. With deep expertise across the entire product life cycle, Flex Poland offers customers innovative and flexible solutions from design and development, to production, storage, and logistics. The industrial park located in Pomeranian Voivodship consists of four buildings with a total area of 80,000 m2. In three of the buildings printed circuit boards are assembled, device assembly completed, and high-level assembly conducted. The fourth facility serves as a modern logistics center. Product examples include packaging machines, heat pumps, eV chargers, telecom cabinets, complex PCBAs, 3G/4G/5G telecom, surveillance cameras, and smoke/heat alarms.

Project Title
Electric vehicle chargers process optimization

Project Framework
At Flex Tczew they strongly believe that Continuous Improvement (CI) is the key to developing their business and acquiring customers. Flex started with a Six Sigma introduction, project selection and kick-off in 2004, with Lean implementation commencing in 2006. Their main improvement activities are 3xP (Idea-Points-Money), suggestion program, and SGA (Small Group Activities). KAIZEN™ has been focusing on small areas of improvements, IKWs (Internal KAIZEN™ Workshops), large-scale KAIZEN™ efforts, and EKW (External KAIZEN™ Workshop). An end-to-end process optimization program focused on the production of electric vehicle chargers with the improvement of sub processes like cutting, bending, welding, grinding, painting and final assembly (integration). The program was implemented in several stages and included 37 CI activities focused on space optimization, efficiency, ergonomics and 5S improvements, innovation, and automation implementation. The improvement efforts consisted of two EKW projects, twelve IKW projects, and 22 SGA projects, with 631 3xP ideas implemented. Representatives of all departments were involved in CI with dedicated support from the Mechanical Value Stream Director and site management team. Main benefits from this project were: productivity increased by 25-38%, storage space reduced by 68%, and the implementation of an innovation/automation solution. During the entire period, sales increased several times.

Project Team
Andrzej Doroszkiewicz (Value Stream Director), Kamil Groszkowski (Program Manager), Tomasz Gacek (Production Manager), Tomasz Górski (Production Team Leader), Barbara Szałapata (Lean Project Manager), Krzysztof Kotarba (Finance Coordinator), Jan Skorupa (Welding Engineer), Paweł Szulczyński (Welding Engineer), Krzysztof Zabłocki (Instructor), Daniel Serwin (Instructor), Patryk Buchholc (Technician).

ASML Holding NV, Netherlands

Sector: Semiconductor Industry
Products or Services: Chipmakers
https://www.asml.com/en/

Presentation of the Company
ASML is an innovation leader in the semiconductor industry, providing chipmakers with everything they need (hardware, software and services) to mass produce patterns on silicon through lithography. During 2021 ASML generated EUR 18.6bn net sales with more than 32,000 employees from 122 different nationalities. Headquartered in Europe's top tech hub, the Brainport Eindhoven region in the Netherlands, ASML´s operations are spread across Europe, Asia and the US.

Project Title
System Performance Lean Acceleration Pilot

Project Framework
- **Project area**: ASML DUV TwinScan Factory within the System Performance department;
- **Project timing**: November 2020 - October 2021;
- **Project focus**: natural team members of system performance TIER-1 and TIER-2 covering around 250 people;
- **Project phase**: close-out phase.

Project consists out of six workstreams covering:
- **Project KAIZEN™**: Identifying and realizing breakthrough improvements;
- **Daily KAIZEN™**: Clear goal cascading to shop-floor level, improving the capabilities of the natural team members in defining corrective/preventive actions, identifying wastes and executing small problem-solving activities;
- **Leaders KAIZEN™**: Improving the leaders' coaching skills on performance dialogue and problem-solving.

Project Team
Steven Loyens (Project Leader Lean Team),
Jan Hof,
Hans de Bock,
Judith Smolders,
Ilse van Zanten (all Workstream Leads),
Ronald Nederhof (Kaizen Institute),
all members of TIER-2 system performance (Workstream Members),
and Olaf van de Ven (Project Sponsor).

Acqua Minerale San Benedetto S.p.A., Italy

Sector: Food & Beverages
Products or Services: Mineral Water
www.sanbenedetto.it/it/home/

Presentation of the Company
Active in 100 countries and a leader in the non-alcoholic beverage sector, Acqua Minerale San Benedetto has about 2,000 employees worldwide, a turnover of about €800 million and 44 bottling lines in Italy for a production capacity of 4.49 billion bottles a year. Acqua Minerale San Benedetto S.p.A. is recognized as the market leader in the Italian non-alcoholic beverage market for the seventh consecutive year with a market volume share of 17,5%, strengthening their pole position in the market (GlobalData 2022).

Project Title
Operational Excellence Program

Project Framework
Acqua Minerale San Benedetto´s Continuous Improvement (CI) path began in 2012 and progressively involved production, product development, logistics, sales, and all offices. Starting with the initial GEMBAKAIZEN™ steps in production, subsequently extending to company level with the use of *Hoshin Kanri*, KAIZEN™ has become an integral part of the company strategy through the launch of an operational excellence program.

Over the years, many of the KAIZEN™ tools have been used: from 5S to SMED for the reduction of setup times, to TWI for effective training in the field and multi-functionality, *kata* for the development of people, and Total Flow Management for improved efficiency in process flow. CI involves all operators and all departments within the company, valuing the suggestions stemming from the gemba. Ideas are color-coded into three categories (red, green, and blue) to indicate their potential impact on reducing *muda*, protecting the environment, or saving energy.

The Operational Excellence Program required the development of a cross-functional KAIZEN™ team to disseminate a KAIZEN™ culture in all business functions. Acqua Minerale San Benedetto S.p.A. aims to become a 360-degree KAIZEN™ organization in order to respond to their mission to be the most efficient and sustainable system on the market in creating value for customers in the beverage sector. Much attention is given to customer value and competitiveness, with a particular focus on time-to-market, flexibility in format change, and environmental sustainability.

Project Team
Kaizen Institute, team leaders, and team members of various corporate functions.

Eaton Industries, S. de R.L. de C.V, Mexico

Sector: Automotive Manufacturing (Discreet Assembly)
Products or Services: Torque-modifying devices, fuel emission control valves
www.eaton.com

Presentation of the Company
Eaton Industries is an innovative company, utilizing its 397 employees to create customer satisfaction through creative solutions, generating annual sales of USD 270 million. Their core work processes are designed to support their central organizational purpose, while their extensive utilization of the Eaton Business System methods and tools enable them to be successful. By leveraging these elements they have consistently achieved their financial goals and High-5 metrics, becoming the first plant in Eaton to achieve OpA performance status. The industrial sector further acknowledged their world-class performance and model plant designation.
Eaton Reynosa Automotive, located in Reynosa Mexico, is a manufacturing site that produces automotive components within the Industrial Sector's Vehicle Group North America (VGNA) region. The products assembled are Torque Control Products (TCP) and Fuel Vapor Valves (FEPC). Eaton's products are exported throughout the American, European, and Asian continents.

Project Title
Eaton Business System (EBS)
"How we work at Eaton"

Project Framework
The organizational strategy of Eaton Industries is to create an integrated operational system. EBS is the way they manage the business based on the implementation of standards to enable greater performance as verified through common metrics in the different areas of the company. Measuring performance in a consistent way provides opportunities for Continuous Improvement, enabled by the developing skills of their staff, therefore, allowing the transfer of best practice in a learning environment.

Project Team
James Owens (VP),
Martin Gonzalez (Regional CI Leader),
Manuel Villarreal (Plant Manager),
Gema Vázquez,
Guadalupe Garcia,
Nataly López,
Cecilia Rodriguez,
Juan Maldonado,
Juan Fernández,
Miguel Flores,
Mario de la Torre,
Josue Paul,
Daniela Treviño
(all Staff).

Altri, SGPS, S.A., Portugal

Sector: Production of paper pulp from eucalyptus wood and sustainable forest management.
Products or Services: Cellulose fiber production, forest management and energy production.
www.altri.pt

Presentation of the Company
Founded in March 2005, Altri, SGPS, S.A. is a benchmark European company in the production of pulp from eucalyptus wood and in sustainable forest management, listed on the Lisbon Stock Exchange. It is a holding company organized around three main business areas: paper pulp production, forest management, and electricity generation from renewable sources. Currently, Altri has three paper pulp mills (Celbi, Caima, and Biotek) with a nominal annual capacity exceeding 1 million tons.

Forest management is also one of Altri's core activities with the company managing around 88,300 hectares of certified forest in Portugal.

Project Title
Altri Operating System

Project Framework
At Altri Group, operational and management excellence, and people development are valued. The commitment to think differently and the need to change for the better, every day, in all areas and with the involvement of all is a cultural characteristic that is already part of Altri Group DNA. Altri Operating System, as a management and governance model, can ensure and enhance the synergies of the ongoing transformation process.

In recent years, Altri developed Continuous Improvement programs focused on operational areas. The subsequent Continuous Improvement projects within the Altri Group made it clear how value is added by aligning improvement topics and by working collaboratively across teams. The Altri Operating System program was created in 2020 as part of the Group's collaboration with Kaizen Institute.

Project Team
Quinta Furadouro (Altri Florestal, S.A.),
Olho Marinho (Altri Florestal, S.A.),
Vila Velha de Rodão (Biotek, S.A.),
Constância (Caima, S.A.),
Figueira da Foz (Celbi, S.A.,).

ITC Limited Foods Division, India

Sector: Food
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 sector companies. ITC has a diversified presence in FMCG, Hotels, Packaging, Paperboards & Specialty Papers, and Agri-Business. ITC's aspiration to be an exemplar in sustainability practices is manifested in its status as the only company in the world, of its size and diversity, to be carbon, water, and solid waste recycling positive. In addition, ITC's businesses and value chains create sustainable livelihoods for more than 6 million people.

ITC's core values are trusteeship, customer, focus, excellence, innovation, respect for people & national orientation.

Project Title
Operational Excellence and Operational Transformation

Project Framework
ICML Panchla unit of ITC Foods business was the pilot site for implementing Continuous Improvement through in-house model, ACE (Achieving Continuous Excellence). ACE is a structured and integrated program that impacts all processes at all sites; the entire organization from top to shop floor. This unit adopted the ACE model for operational excellence, leading to transformation in operations. This model has two levels: (i) *Basics of Excellence*, and (ii) *Pillars of Excellence*. ICM Panchla started their journey with the former in 2018, which established three foundations, namely, (i) an Organized Workplace, (ii) a Factory Operating System, and (iii) a Measurement System. They subsequently launched *Pillars of Excellence* in 2019, comprising of SHE, FI, AM, PM, QM & E&T. A Loss-Cost Matrix approach was adopted to assign priorities in order to achieve set business targets. This has given significant tangible & intangible results in their pursuit of excellence.

Project Team
Shirish Yadav-EVP, Technology & Manufacturing,
Partho Bhattacharjee, ICML/Unit Head,
Deepak Desai, Manager, Process Excellence (CI),
Amit Kumar, Unit CI Lead,
Aditya Gupta, Focused Improvement Lead,
Samapika Hazra, Quality Maintenance Lead (all Staff).

Superpolo S.A.S., Colombia

Sector: Automotive
Products or Services: Bus bodies
www.superpolo.com.co

Presentation of the Company
Superpolo is a leading company for the design and assembly of bus bodies. They offer integral solutions for passenger transportation of municipal, mass, urban, school, and special transportations. Their mission is to advise and provide high quality solutions for land transport of passengers, dedicating all their efforts to:

1. Exceeding their customers' expectations
2. Consolidating a culture of social and environmental responsibility
3. Maintaining profitability and growth levels

Project Title
Reduction of nitrogen consumption in laser cutting machines

Project Framework
The manufacturing area transforms raw metallic materials into parts for bus bodies by using laser cutting machines, saws, benders, etc. The monthly behavior of inputs reports showed consumption exceeding the goal by an average of 67%. This generated the need to identify practices that would optimize the use of allocated resources.
The analysis shows that the highest economically valued part is the nitrogen used in laser cutting machines. By applying KAIZEN™ tools and the articulated work between production, maintenance, engineering, and the machine supplier, the making of operating parameters, which allow gases to cut materials, reduced nitrogen consumption by 40% in m3 and 53% in cost.

Project Team
James Posada (President), Juan Carlos Santamaria (Engineering Manager), Willian Alberto Romero (Production Supervisor – Leader), Roland Alfonso Pedraza (Automated Machine Operator – Alternate Leader), Sebastián Sánchez Rodríguez (Process Analyst Co-leader), Joan David González (S – KPO Continuous Improvement).

Dynasol Elastómeros S.A.U., Spain

Sector: Chemicals
Products or Services: Chemical Industry
https://dynasolgroup.com/es/

Presentation of the Company
With more than 55 years of experience, the Dynasol group is a world leader in the production of synthetic rubber and chemicals. They have developed 117 products, selling these in more than 70 countries, supplied from their production plants in Mexico, Spain and China.

Project Title
Dynasol Global Continuous Improvement Model

Project Framework
The culture of Continuous Improvement, effective daily management, and transparent communication between different teams and areas also crossed geographical borders and managed to apply the Lean tools in two similar but different cultural worlds at the same time, that of Spain and Mexico.
Apart from improving daily management within the natural teams, disruptive projects have been deployed in all the plants to drastically improve the main performance indicators: availability, energy consumption, and consumption of raw materials.

Project Team
Each of the plants had a team of Continuous Improvement facilitators, promoting the global improvement strategy, with each specific project team designed to represent multiple levels within the company: managers, supervisors, and operators.

CODELCO Chile

Sector: Mining
Products or Services: Copper and byproducts
www.codelco.com

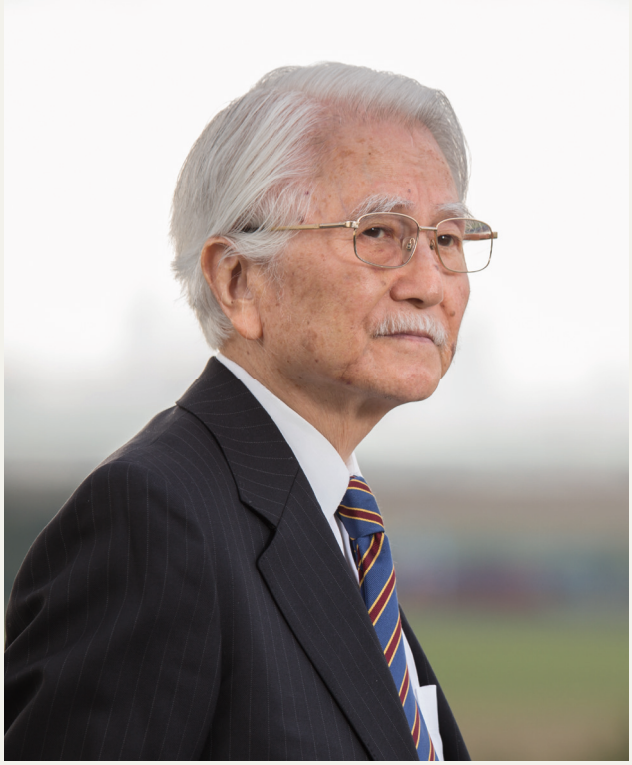
Presentation of the Company
CODELCO is a company of the State of Chile and is worldwide the largest producer of copper with 45,000 employees. Its mission is to maximize, in a competitive and sustainable manner, the long-term contribution to the State through the mining of copper. The company's reserves, distributed among seven divisions, represents 10% of the world total. Its commercial portfolio includes the sale of electro-refined and electro-obtained cathodes, and copper concentrate. CODELCO is in a process of transformation, both in its method of mining, and its culture. The cultural transformation is being processed through the implementation of Lean Management C+ and the development of people based on a KAIZEN™ culture.

Project Title
Transformation of CODELCO through C+
(Lean Management – KAIZEN™)

Project Framework
The project seeks to transform the company culture under the Lean philosophy through the promotion of the following ten principles: Respect every individual, lead with humility, seek perfection, embrace scientific thinking, focus on processes, assure quality at the source, improve flow & pull, think systemically, create constancy of purpose and create customer value, in consideration of CODELCO's strategic plan and the KAIZEN™ philosophy to generate the necessary value for CODELCO and for all Chileans.

C+ is being implemented in seven divisions of copper production, in staff and productive processes, seeking the dissemination, training, and execution of the four pillars that supports the Lean management system at all organizational levels (workers to manager, as well as collaborating companies).

Project Team
The implementation is led by the President of the company, the Operations Vice Presidents and the General Managers for each of the seven divisions, and is supported by Operational Excellence Directors and change agents to support the Continuous Improvement and C+ implementation.

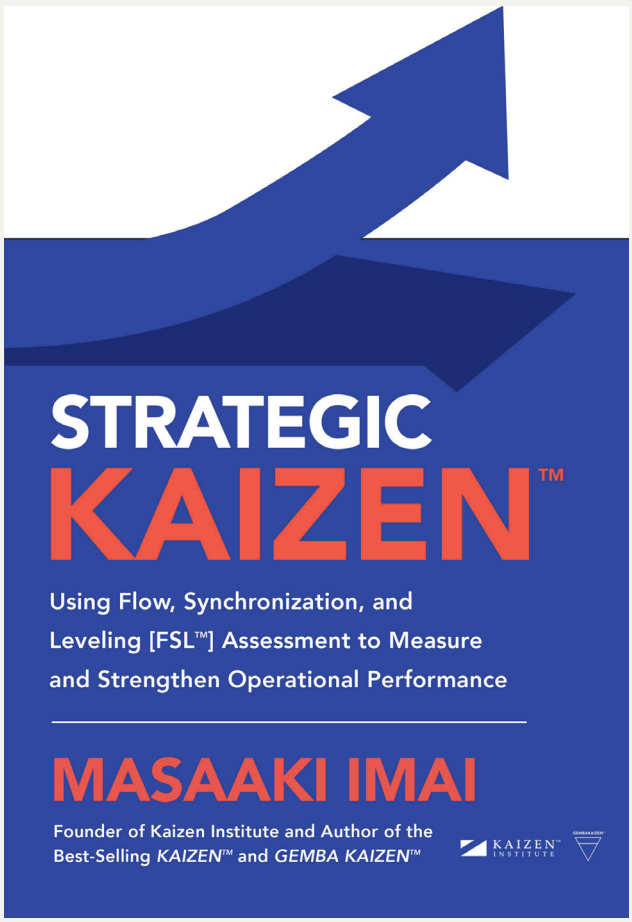


Definition of KAIZEN™

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 Hill1986) 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

KAI
= CHANGE

改善

ZEN
= FOR THE BETTER

www.kaizen.com

KAIZEN™ INSTITUTE

Contact

Kaizen Institute, Ltd.
Global Operations
Bahnhofplatz
6300 Zug
Switzerland

Phone +41 (0) 41 725 42 80
ki@kaizen.com
www.kaizen.com

GEMBAKAIZEN™

Europe · Americas · Asia-Pacific · Middle East · Africa