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Overall Comments on all presentations in AKAC2025

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The Examining Committee

1. Growth of African Kaizen in 2025

＊ Many applicants for AKA 25

15 organizations(AKA23) ⇒ 27 organizations(AKA24)

28 organizations(AKA25)!

Participation in AKA＆AKAC gives organizations good opportunity of mutual learning &increasing competitiveness of Kaizen Management &Development.

(Good Practices)

1. Good balance between top down style and bottom up style in organization wide Kaizen*

 - **Top down Kaizen:** Board Kaizen Committee/ Kaizen Promotion Committee, Policy management, Gemba walk & communication, regular diagnosis & review of Kaizen through top leadership

**- Bottom up Kaizen:** Suggestion, QCC, QIT(QIP), CFT are well established.

2.Expansion of Kaizen

-Agro(3)+Manufacturing(21) + Social Service(4) (healthcare(1) , prison(1), education & training(2))

3.Systematic Advanced Kaizen is well developed

- Systematic Kaizen has been done in accordance with KPIs on input –process –output-outcome-business impact.

- Checking points (CP): KPIs in Input, Process⇒Root causes

- Managing points(MP): KPIs in Output, Outcome(Value, Satisfaction), Business impact(Financial performance)

-Kaizen is developed to improve MPs through improvement of CPs

Kaizen Evolution
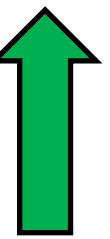
Level (Exploitation ↑)

Individual Kaizen

5S, Suggestion

Basic Kaizen
(QCC, KPT(Kaizer PromotionTeam))

QC story, Q7, N7

Advanced Kaizen

QC Story, DMAIC
Statistical methods
(DOE, Regression)
Digital tool(ERP, IOT)

OIP , IT, CFT

Day to Day Management

PolicyManagement

Expansion →

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4. Kaizen method

-<u>Scientific problem solving</u> has been developed.

#Breakdown of problem-Prioritization of problem-
Root cause analysis- Significant root cause (Verification)-
5Why analysis(Why –Why-Why- -)-Critical root cause-
Countermeasures-Effective implementation (Validation)-
Standardization

#Problem solving method: QC Story , Lean Six Sigma(DMAIC)

#Deep problem solving approach is effective to prevent from
chronic problems and/or repeated problems

Other effective Kaizen method: Value Stream Mapping for
Muda elimination and enhancement of Value addition

5. Kaizen in work environment

-Ergonomic approach to man-machine interface

-Enhancement of Employee Satisfaction/Happiness through
Kaizen in Gemba environment

2. Expectations for advanced Kaizen

1. Digitalization of Kaizen for smart process

  -Digitalized Kaizen toward fast Kaizen(=Smart Kaizen)
   should be developed.
   Organization wide visualized dashboard based on MPs is useful
   for fast Kaizen

 - IOT in process
    to increase of OEE(Overall Equipment((Machine) Effectiveness)
    and prevention from machine breakdown⇒Enhancement of
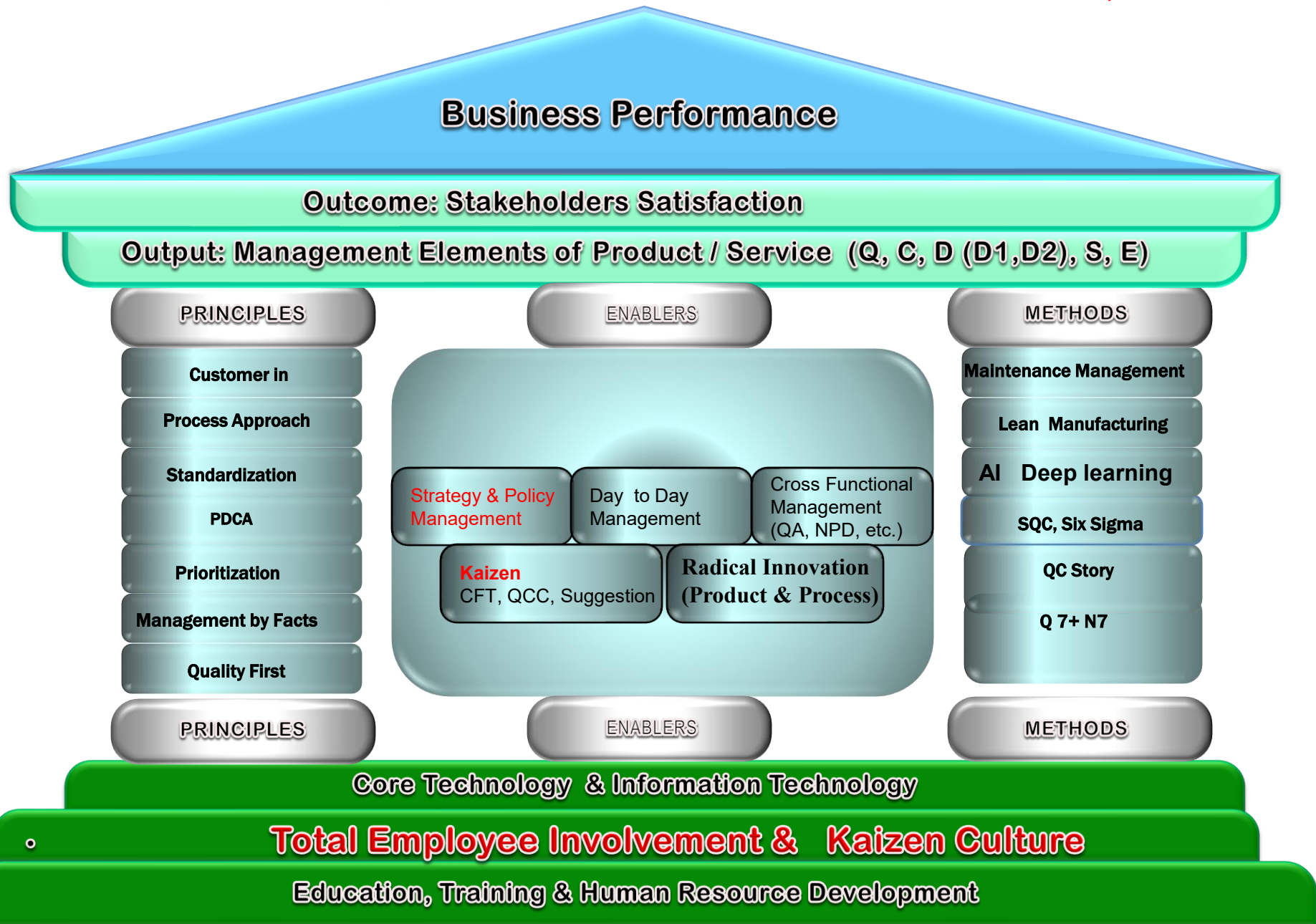   MTBF(Mean Time Between Failure)

- Kaizen with AI(Intelligent Kaizen) has become effective in
 inspection, failure analysis etc in developed countries.

2. Strategic Kaizen

-Strategic planning for achieving vision through enhancement
 business impact should be aligned with Kaizen activities.
-Kaizen road mapping for coming 3-5 years is expected.

Reference: TQM/ Kaizen model（H.Osada)

Business Performance

Outcome: Stakeholders Satisfaction

Output: Management Elements of Product / Service (Q, C, D (D1,D2), S, E)

PRINCIPLES	ENABLERS	METHODS
Customer in		Maintenance Management
Process Approach		Lean Manufacturing
Standardization		AI Deep learning
PDCA	Strategy & Policy Management / Day to Day Management / Cross Functional Management (QA, NPD, etc.)	SQC, Six Sigma
Prioritization	Kaizen CFT, QCC, Suggestion / Radical Innovation (Product & Process)	QC Story
Management by Facts		Q 7+ N7
Quality First		

| PRINCIPLES | ENABLERS | METHODS |

Core Technology & Information Technology

Total Employee Involvement &   Kaizen Culture

Education, Training & Human Resource Development

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Source : Prof.Osada

We hope sustainable Kaizen in Africa

See you in 2026 !

Thank you for attention