

KAIZEN College

Advanced training – organized with KAIZEN methods

KAIZEN College was founded 10 years ago. Ever since, almost 5000 KAIZEN experts have been trained. Customized seminars at the College or directly at the premises of the company as well as a multiplicity of subjects require a sound organization. It is a matter of course that only KAIZEN methods come into question in this respect. The range of offers in the seminar has continued to grow throughout the years. The boosting of efficiency in processing has rendered the increment of resources in management unnecessary.

In 1997, the KAIZEN institute – a hitherto purely consulting enterprise – upgraded its service offer by the KAIZEN College. The initiator was Udo Reimer, who was convinced that KAIZEN cannot function without qualified staffs. It all started with a TPM seminar, seasoned with a tour of the company, group work and practical instruction. This concept was so widely accepted that the seminar program was

upgraded from year to year. In the meantime, all subjects bordering on KAIZEN are being covered. From the trial course for potential students up until the three-stage training for KAIZEN Managers, there is a suitable offer for all interested parties. For the seminar organization to function in a hitch-free manner, in-house workshops are repeatedly held in KAIZEN Institutes.



The know-how pool under control

Since the foundation of the KAIZEN College, Simone Schwander (Photo right) has been handling and counseling clients. She is involved in the organization of the training program and the coordination of instructors. Since the start of 2007, she has been working with another colleague Gerardina Spagnuolo (Photo left), who is responsible for KAIZEN College in Switzerland and Austria.

SUBJECTS

Advanced training – organized with KAIZEN methods

Success story KAIZEN College: Global growth of knowledge

Graduate Thesis by Lisa Kühhaas researching on the differences between KAIZEN and the Six Sigma

Number of examined KAIZEN experts continuing to grow

KAIZEN Tour in Japan inspired participants

Standards were jointly developed by the team to render the processes transparent. Irrelevant steps were eliminated with the method of process mapping. There is a KanBan system for the training material such that everything is always available in the proper quantity, at the right time and at the right place. Many smart ideas facilitate the smooth-running of office routine.

Simone Schwander is proud to report that "with 'KAIZEN Office live', we are meanwhile, offering a guided tour on regular basis, in which the visitors can acquire information on the current status of 'Office KAIZEN'". As a lady of the inaugural days of KAIZEN College, Simone Schwander has been responsible for the organizational process since ten years. Her multifarious schedule of duties ranges from the booking of the seminar halls through the coordination of practical instructors and company tours up until the management of seminar bookings. As a friendly and competent contact, she advises clients

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on all issues related to KAIZEN College. "In the first year, we started off with two to three TPM seminars. Today, the offer covers numerous seminars on all areas. Even KAIZEN in-Service and service-provision is on offer" says Simone Schwander. "My personal favorite is the three-stage KAIZEN Manager Training with the preliminary stages of KAIZEN Coach and KAIZEN Practitioner. Since the modules cover a longer period, a real community of minds is built up over time with particularly sound contacts with participants". From the very beginning, Simone Schwander has been organizing her work in accordance with the principles of KAIZEN and effortlessly handling the constantly rising volume of work. "We have introduced flexible workplaces in the office and are trying to cope with less paper. It was thus possible for me to work partially from home, after the birth of my daughter Maria seven years ago", the expert of office efficiency reports happily. KAIZEN College has long taken up active operations also outside the borders of Germany. Particularly

Concentrated know-how: Ideal flow of material

Kathrin Kindermann ensures that documents are available to instructors and seminar participants at the right time, at the right place and in the required quantity. The standard for the safe and environmentally-friendly conveyance is a shipment container. Instructors no longer have to search in different boxes and are able to prepare the seminar halls much faster and on-the-spot.



Switzerland and Austria are growth markets. Gerardina Spagnuolo has been responsible for both countries since November 2006. She has the followings to say: "I had previously heard nothing about KAIZEN. I was meticulously inducted and assisted by my German colleagues. I was astounded how efficiently the office in Zug was also organized. Wherever possible, we in Switzerland adopt the standards of our German colleagues. And we too are in constant search of improvements. I am fascinated by process mapping and the

story of problem solving. It is surprising how much efficiency boosting these methods repeatedly facilitate." It has, in the meantime, become unimaginable for her to organize office work without KAIZEN tools. The volume of the seminars grows very much like in Germany. Gerardina Spagnuolo has little difficulties coping with additional work volumes. Kathrin Kindermann is responsible for the logistics of the training material in Germany while Blanche Rizzo is responsible for the office in Zug. ■

The success story KAIZEN College: Global growth of knowledge



The foundation stone for KAIZEN College was laid in the 1990s. At the time, Udo Reimer (Photo) was head of human resources development in GKN-Driveline (previously known as Löbro). Machines and facilities were converted in accordance with the flow principle with the help of Japanese 'Gurus'. External consultants issued the instructions

and no one understood why. The ideas were trendsetting but erroneously omitted carrying the people along. Measures were implemented with a sort of 'Rambo-KAIZEN'. There was no adequate training material to explain the method. Successful companies like Löbro recognized already at that time, the necessity of staff qualification and invested a lot in training.

Udo Reimer was responsible for the training of 2000 staffs. On the average, every staff did four to seven days of training. This brought GKN to a leading position. As the first company of its kind in Germany, it received the TPM award.

In the year 1996, Udo Reimer moved to the KAIZEN Institute in order to fully devote himself to the subject 'Lean'. The wish to create an advanced training option of learning the KAIZEN methods was topmost

in his heart. He wanted to make the know-how accessible also to such companies as lacked the possibility of generating their own advanced training processes. His vision became reality thanks to the establishments of the KAIZEN College. The College program is constantly upgraded. One milestone was the three-stage qualification program for KAIZEN Manager.

Today, there are 10 branches of the KAIZEN College all over the world and it is therefore, possible to train staffs to the same level of know-how internationally. This is helpful to globally active companies.



Quality Management as the subject of a graduate thesis

As an economic scientist studying “Export-oriented Management, EU-ASEAN-NAFTA” at the IMC College of Applied Sciences Krems (Austria), Lisa Kühhaas picked on an extraordinary subject for her graduate thesis. Even though Quality Management played a minor role in her study, this subject soon became a central focus after a few consultations with her advisor Mag. Friedrich Trofeit (Engnr.). Ms. Kühhaas recognized the importance of the subject 'Quality'. With her work, she aims at sensitizing companies for the subject 'Quality' and transmitting an initial insight into the options of quality management.

The candidate for graduation initially planned to consider several methods. It however, soon became clear that the areas of KAIZEN and Six Sigma are so rich in content that they can easily fill up a graduate thesis. Moreover, she sought to disprove the thesis that there is hardly any difference between both methods. Extensive researches and expert interviews finally resulted in the conclusion that the approach is indeed, very different. Lisa Kühhaas contends

that KAIZEN as well as the Six Sigma pursue the goal of adding quality to the processes and thus, avoiding expensive reworking. Therefore, even though KAIZEN and the Six Sigma pursue the same goals and their methods are partially the same, there are clear differences.

According to her findings, they overlap at a rate of approximately 80% in spite of differences in approach: Six Sigma measures deviation in millionths. This makes a lot of sense for highly sensitive products, for which faults may have fatal consequences like in the automotive sector.

While the Six Sigma demands immediate perfection and requires a longer preliminary running time for project planning, the KAIZEN methods are applied immediately and are continually improved.

Six Sigma is more project-related and requires teams of experts while KAIZEN means a change of corporate culture and is inclusive of all staffs.

The graduate thesis of Lisa Kühhaas shows a guideline for the implementation of quality management based on KAIZEN and Six Sigma. It remains to be seen if the business economist will pursue a career in this direction. ■

Interview



Mirko Reiher, Head of KAIZEN College, gave Lisa Kühhaas an interview for the preparation of her graduate thesis.

On the question of how Six Sigma and KAIZEN can function in a complementary manner, he finds it unfortunate that the notion of competition often seems to dominate between both approaches. He sees Six Sigma as a type of Experts KAIZEN. Statistics gathered often require sound technical know-how. Six Sigma is therefore more specially suited for such special issues as can be handled with experts in a compact session. KAIZEN is more aimed at fascinating people on a large scale, for compliance with standards, rules, orderliness, cleanliness and quality. KAIZEN contains abilities ranging from expert methods to such simple issues as are comprehensible to all.

Mirko Reiher emphasizes that KAIZEN much like Six Sigma, advances the theory that quality should cost nothing. What is required is ideas for improvement, which are capable of being directly implemented by staffs in the ideal case. This, on the other hand, sets off a spiral of acceptance in motion. Whatever one is capable of setting in motion on his own is more open to acceptance than something from the outside. According to Mirko Reiher, based on experience, ROI can be expected in KAIZEN after approximately one and a half years.

Congratulations: A good mark for a good work!

The successful completion of studies is a reason to celebrate for Mag. (FH) Lisa Kühhaas and her graduate thesis coach Mag. Fiedrich Trofeit (Engnr.). Together, they had worked out the subject and Lisa Kühhaas expatiated on it through extensive research works. The troubles paid off because the graduate thesis was rated with the best mark.

We offer our hearty congratulations! The graduate thesis is available for interested parties as PDF-Download on www.kaizen.de in the area 'Publications'.



Number of examined KAIZEN experts growing



In the KAIZEN Manager examination of the current year, candidates presented examination-relevant projects like the reduction of set-up time, improvement of quality or the shortening of throughput time with the reduction of stock. The examiner Mirko Reiher and Prof. Dr. Gunter Dehr, were fascinated that each participant was able to save between € 20,000 and € 100,000 for his company. The candidates emphasized that they profit from the exchange of ideas and experiences with the lecturers in addition to the acquired know-how.

College

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KAIZEN-Tour: Benchmarking in Japan

There are still clear differences from Europe.

Participants of the benchmark tour organized in Japan by the KAIZEN Institute Consulting Group Ltd. came from 22 countries. Masaaki Imai accompanied the participants to seven different companies. As an insider, he offered interesting background information to the guests. Lothar Bildhäuser, KAIZEN consultant and set-up expert, attended as the German representative. The Japanese



succeeded in astounding him: "Its all much tighter and closer than in our country and still there is high degree of job safety is guaranteed. A visual management is used for this purpose" ascertains the expert. "Moreover, the high proportion of value creation is visible in the processes. There are almost no waiting periods, people are constantly in action and working with both hands"



says he further. "What is also quite impressive is that every single action of the workers fits spot on, even though different models are produced on a single line requiring constant mental re-adaptation." Masaaki Imai explained that assembly technicians are subjected to a ten-week training ahead of their deployment. Other highlights: The all-dominating Low-Cost-Automation, which keeps the process on course by simple means. The speed of the Mizusumashis, logistics professionals for the replenishment of materials. The ingenious Kanban systems. An OEE of over 90% in Toyota's compressor works. The almost clinical state of cleanliness in Tokai Shin-ei Electronics (see photos), where visitors are compelled to wear slippers. ■

New staff in the KAIZEN team of consultants

Since July 2007, **Christoph Dickert** has been making his contributions to the KAIZEN institute as a consultant, tapping on his several years of practical experience. In addition to the study of Physical Technology, he obtained practical training as an Industrial Mechanic, Master of Mechanical Engineering for handicraft and as a qualified electrical technician. He worked for several years as project manager and did advanced training as CIP engineer and Six Sigma Green Belt. He successfully took the examination of KAIZEN Manager in the year 2005.



After his study of Japanology, **Christoph Törring** worked for three years at the Fraunhofer Institute for Production facilities and Design technology. Thereafter, he worked in different companies in Japan for several years. He worked with Japanese corporate consultants on the introduction to and implementation of TPM and Toyota production system in European companies. He has been a trainer and consultant of the KAIZEN Institute since July 2007.



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