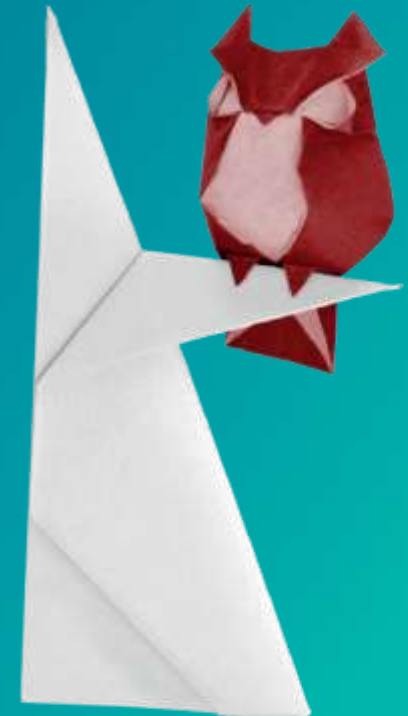


KAIZEN™ VIRTUAL ACADEMY

NEW PROGRAMME

KAIZEN™ Skills and Solutions for
all Functions and Business Sectors



KAIZEN™ Academy

KAIZEN™ Academy is a training programme that can be beneficial to all managerial levels and functional areas of an organisation. The academy aims to develop skills in the field of Continuous Improvement, providing theoretical and practical knowledge through exercises, simulations and real-world success stories.

This training programme can be also delivered **as a virtual learning** experience.

KAIZEN™ Academy aims to empower all participants to contribute to their organisation's own improvement initiatives.

Kaizen Institute's **external training** programme takes place at various locations throughout the year. Many of the courses are conducted on client sites, enabling delegates to see the application of the theory in practice.

All courses can also be delivered **in-house**, where content is customised to the sector and specific needs of our clients. Training takes a practical approach with best practice case studies and exercises, before the delegates explore how the theory can be applied within their organisation.

The **virtual learning** experience provides a challenging programme with exercises and live web conferencing between participants.



KAIZEN™ Virtual Academy Framework



WHAT IS THE CHALLENGE?

Introduction to the **3 KAIZEN™ skills** to implement a Continuous Improvement culture

KAIZEN™ CULTURE

Exploration of **Breakthrough Solutions** for all business areas with practical simulations

KAIZEN™ SOLUTIONS

An organisation should aim to continuously improve its results - the ability to adapt to change is crucial. In this scenario, it is necessary to introduce behaviours and improvement routines with teams and to launch improvement projects supported by KAIZEN™ systems and tools.

KAIZEN™ Academy is divided into the '**KAIZEN™ Culture**' and '**KAIZEN™ Solutions**'. Mastering these approaches will enable a gradual and effective implementation with guaranteed results.

The Virtual Academy programme provides several courses divided into 3 hour learning sessions with group work and coaching moments between learning sessions.

Participants have remote access to content and live discussions sessions.

The exercises and simulation have been carefully developed to guarantee an exceptional learning and sharing experience.

KAIZEN™ Virtual Academy Programmes

KAIZEN™ CULTURE



KAIZEN™ Foundations
Daily KAIZEN™
Value Stream KAIZEN™
Strat KAIZEN™

KAIZEN™ SOLUTIONS



KAIZEN™ in Manufacturing
KAIZEN™ in Internal Logistics
KAIZEN™ in Warehouses and Logistic Platforms
KAIZEN™ in Transportation
KAIZEN™ in Efficiency Structured Problem Solving
KAIZEN™ in Planned and Autonomous Maintenance
KAIZEN™ in Service Flow Efficiency
KAIZEN™ in Service Resources Efficiency
KAIZEN™ in Sourcing and Procurement
KAIZEN™ in Marketing
KAIZEN™ in Sales
KAIZEN™ in Innovation & Research
KAIZEN™ in New Product Development
KAIZEN™ in Project Management
KAIZEN™ in Energy and Environment

KAIZEN™ Foundations



PROGRAMME

- KAIZEN™ introduction
- Paradigms and resistance to change
- KAIZEN™ change model
- KAIZEN™ Lean principles
- Added value and 7 Muda
- Basic continuous improvement tools
- Case studies

The KAIZEN™ Foundations programme focuses on the core KAIZEN™ principles and introduces KAIZEN™ Change Management to implement a Continuous Improvement culture.

WHY PARTICIPATE?

- Weak improvement dynamics
- A lot of existing waste and no knowledge of how to eliminate it
- Low level of cross-departmental cooperation in solving problem
- Difficulty in implementing new initiatives and innovation due to the lack of enabling processes and tools

2 sessions of 3 hours

£150 per person

Daily KAIZEN™

Daily Management



PROGRAMME

- KAIZEN™ Change model
- Daily KAIZEN™ planning
 - Leader standard work
 - Team development plan
- Daily management
- Standard work
- Training and coaching
- Advanced problem solving
- Case studies

Daily KAIZEN™ programme enhances team management and daily improvement with a specific focus on the leadership roles.

WHY PARTICIPATE?

- Communication failures among the team
- Difficulties in improving team work and achieving strategic improvement objectives
- Improving structured problem solving skills for daily issues
- Need to develop leadership, planning and controlling skills
- Facing resistance to change and general state of permissiveness
- Developing training and conflict management skills

4 sessions of 3 hours

£300 per person

Value Stream KAIZEN™

Value Stream Improvement



PROGRAMME

- KAIZEN™ Change model
- Value stream analysis
- Mission control
- KAIZEN™ events
 - A3 thinking
 - Facilitation techniques
- Value review
- Case studies

The Value Stream KAIZEN™ programme introduces a framework to transform business processes. This versatile approach starts with a comprehensive value stream analysis.

WHY PARTICIPATE?

- Projects are boundless, involving a lot of time and resources
- More than half of planned projects are not completed or not on target
- Project leaders focus on immediate results rather than the paradigm shift to be process focussed
- Unproductive project meetings and discussions
- Project teams do not possess decision power and fear taking any risk
- Little involvement from sponsors that are disconnected from the reality of the shop floor

3 sessions of 3 hours

£225 per person

NEW Strat KAIZEN™

Breakthrough Innovation



PROGRAMME

- KAIZEN™ Change model
- Strategy KAIZEN™ foundations
- Strategy planning
- Hoshin deployment
- Hoshin implementation & review
- Strat review
- Case studies

The Strat KAIZEN™ programme introduces techniques to improve business strategy formulation and execution. It provides pragmatic tools and processes for strategic planning and problem solving.

WHY PARTICIPATE?

- The organisation or department does not have strategic plans for improvement covering the next three to five years (growth, profitability, or other long term objectives)
- Recent strategic planning has not delivered the expected results
- More than half of strategic initiatives are not executed
- Employees do not grasp objectives and how to achieve them
- Planning and controlling processes are highly bureaucratic, time consuming, and require a great deal of resources



E-book 'Strat to Action'
by Charlie Sharman & Alberto Bastos

6 sessions of 3 hours 
£450 per person 

KAIZEN™ in Manufacturing



PROGRAMME

- Flow Improvement model
- Production flow
 - Layout and line design
 - Standard work
 - SMED
 - Low cost automation
- Industry 4.0 and KAIZEN™ analytics features and practise
- Case studies

The KAIZEN™ in Manufacturing programme aims to optimise supply chain management through the Just In Time flow creation model that integrates logistics and production planning. This course focuses on production operations.

WHY PARTICIPATE?

- Low production efficiency (labour yield)
- High internal and external quality failure costs (return rates, defects and/or rework)
- Long delivery waiting times and with high failure rates
- Failure to comply with delivery deadlines
- Long production changeover times
- Conflicts between production and logistics departments

2 sessions of 3 hours

£150 per person

KAIZEN™ in Internal Logistics



PROGRAMME

- Flow Improvement model
- Internal logistics flow
 - Supermarkets
 - Mizusumashi
 - Synchronisation (Kanban/Junjo)
 - Levelling and internal pull planning
- Industry 4.0 and KAIZEN™ analytics features and practises
- Case studies

The KAIZEN™ in Manufacturing programme aims to optimise supply chain management through the Just In Time flow creation model that integrates logistics and production planning. This course focuses on internal logistics.

WHY PARTICIPATE?

- Low efficiency in internal logistics processes
- Long delivery waiting times and failure probability
- Difficulty in planning orders
- Failure to comply with delivery deadlines
- High stock levels in the Supply Chain
- Conflicts between production and logistics departments
- High degree of complexity and low effectiveness in order, production and logistics planning.

2 sessions of 3 hours

£150 per person

KAIZEN™ in Warehouse and Logistics Platforms



PROGRAMME

- Logistics Operations model
- Warehouse network
- Warehouse flow
 - Outbound: Shipping & Picking
 - Inbound: Storage & Reception
 - SKU and Layout Management
 - Planning & Control
- Supply Chain Pull Planning
- Industry 4.0 and KAIZEN™ analytics features and practises
- Case studies

The KAIZEN™ in Warehouse and Logistics Platforms programme presents techniques to optimise logistics operations, contributing to increased storage process profitability.

WHY PARTICIPATE?

- Poor productivity in warehouses
- High investment in equipment without impact on efficiency
- Errors and low picking productivity
- Storage space shortage
- Large number of SKUs and issues to grow by limitations of space/capacity.

2 sessions of 3 hours

£150 per person

KAIZEN™ in Transportation



The KAIZEN™ in External Logistics programme presents techniques to optimise logistics operations, contributing to increased transportation process profitability.

WHY PARTICIPATE?

- High transport costs
- Long lead times
- High inventory levels
- Inventory damage/breakage
- Difficulty in managing and optimising logistic routes and fleet

PROGRAMME

- Logistics Operations model
- Transport Network
- Transport Optimisation
 - Transport Capacity Optimisation
 - Lean Fuel Consumption
 - Pick-up and Delivery Standard Work
 - Park Management
 - Transport Planning Model
 - Transport Maintenance Improvement
- Industry 4.0 and KAIZEN™ analytics features and practises
- Case studies

KAIZEN™ in Efficiency & Structured Problem Solving



PROGRAMME

- Productive Maintenance model
- OEE: analysis and improvement strategy
- Kobetsu KAIZEN™: maintenance structured problem solving
- Machine availability increase
- Case studies

KAIZEN™ in Efficiency & Structured Problem Solving focuses on indicator analysis and structured problem-solving methodologies that allow OEE improvement by addressing the root cause.

WHY PARTICIPATE?

- Multiple equipment stoppages due to breakdowns and extensive repair time
- Skills and data collection gaps in Overall Equipment Effectiveness (OEE)
- Difficulties in improving OEE in a sustainable way
- Low yield of raw materials
- Non-existent structured analysis of machinery reliability problems

1 session of 3 hours

£75 per person

KAIZEN™ in Planned and Autonomous Maintenance



PROGRAMME

- Productive Maintenance model
- Autonomous Maintenance
- Planned Maintenance
 - Periodic Maintenance
 - Spare Parts Management
 - Shutdown Improvement
 - Predictive Maintenance
 - Standard Work
- Industry 4.0 and KAIZEN™ Analytics features and practises
- Case studies

KAIZEN™ in Planned and Autonomous Maintenance teaches how to improve equipment efficiency and maintenance through an integrated optimisation model with production - Total Productive Maintenance.

WHY PARTICIPATE?

- Many equipment stoppages due to breakdowns and repair waiting times
- Poor labour efficiency in production and maintenance
- Low yield of raw materials
- High levels of maintenance materials stocks
- High MRO costs - Maintenance, Repair & Operations

2 sessions of 3 hours

£150 per person

KAIZEN™ in Service Flow Efficiency



PROGRAMME

- Service Operations model
- Flow efficiency
 - Process Optimisation
 - New Process Design
 - Office Layout Design
 - Information Storage
 - Communication Standards
- Digital KAIZEN™ applications and technologies for Services
- Case studies

KAIZEN™ in Service Flow Efficiency focuses on improving informational transfer processes and customer service, impacting on productivity, quality and lead times.

WHY PARTICIPATE?

- High level of waste and low resource productivity
- Excessive, repetitive manual tasks
- Process slowdown and variability
- Poor ongoing work visibility
- Bottlenecks in processes and lack of work levelling
- High reliance on information systems
- No error-proof mechanisms within processes
- Low efficiency and service level (for either internal or external clients)

2 sessions of 3 hours

£150 per person

KAIZEN™ in Service Resource Efficiency



PROGRAMME

- Service Operations model
- Overall People Effectiveness (OPE)
- Resource efficiency
 - Task / Work Standardisation
 - Errors / Tickets Volume Reduction
 - Office Automation
- Planning Optimisation
 - Capacity Planning
 - Work Pacing
 - Agile Transformation
- Digital KAIZEN™ applications and technologies for Services
- Case studies

KAIZEN™ in Service Resource Efficiency focuses on achieving task improvement and process automation strategy and a sustainability model for these projects.

WHY PARTICIPATE?

- Highly repetitive, low value added processes are carried out manually
- Low productivity of office-based employees/roles
- Errors in manual processes
- Variability in task execution among members of a department
- Low employee motivation due to minimal value added activities in the roles

2 sessions of 3 hours

£150 per person

NEW KAIZEN™ in Sourcing and Procurement




PROGRAMME

- Sourcing Improvement model
- Purchasing categories classification by forces relationship
- Spend Economy
- Negotiation
- Re-engineering
- Supply Improvement
- Digital KAIZEN™ applications and technologies for Sourcing
- Case studies

KAIZEN™ in Sourcing and Procurement programme helps to define a differentiated purchasing strategy for each product category to improve quality and reduce purchasing costs.

WHY PARTICIPATE?

- Increasing purchasing costs year-on-year
- High purchasing costs where both buyer and supplier have low bargaining power (e.g. travel costs)
- High purchasing costs where the buyer has a stronger bargaining power than supplier (e.g. undifferentiated raw material costs)
- High purchasing costs where the supplier has a stronger bargaining power than the buyer (e.g. single components)
- High purchasing costs where both buyer and supplier have high bargaining power (e.g. strong dependence between customer and supplier)

3 sessions of 3 hours 
£225 per person

NEW KAIZEN™ in Marketing



PROGRAMME

- Insight Marketing model
- Market Sizing and Segmentation
- Marketing Funnel
- Marketing Operations
 - Commercial Insights
 - Digital Marketing
 - Handling Standards
- Value Innovation
- Smart Pricing
- Marketing Value Stream Analysis
- Digital KAIZEN™ applications and technologies for Marketing
- Case studies

KAIZEN™ in Marketing highlights the integration between segmentation, voice of the customer, marketing campaigns and sales management through the “challenger” principles and commercial insight development to explore marketing and sales.

WHY PARTICIPATE?

- Lack of qualified leads to grow sales
- Low conversion rate when selling to qualified leads (prospects)
- Difficulties in designing an effective “voice of the customer” data collection methodology and behaviour segmentation
- High marketing efforts in content development
- Low effectiveness of marketing campaigns
- Poor digital presence
- Need for robust business development processes
- No marketing and sales processes automation (weak CRM)
- Insufficient integration between Marketing and Sales

3 sessions of 3 hours

£225 per person

KAIZEN™ in Sales



PROGRAMME

- Challenger Selling model
- Sales organisational structure
- Sales funnel management
- Value selling
- After Sales Improvement
- Talent Management
- Digital KAIZEN™ applications and technologies for Sales
- Case studies

The KAIZEN™ in Sales programme concentrates on pragmatic tools to explore sales team performance through the “challenger” principles.

WHY PARTICIPATE?

- Inexistent or insufficient sales growth
- Low conversion rate when selling to qualified leads (prospects)
- Significant time spent in non-selling activities
- Lack of knowledge about product/service benefits and characteristics
- Several price leakages and inefficient pricing strategy
- No sales processes automation (weak CRM)
- Insufficient integration between Marketing and Sales

3 sessions of 3 hours

£225 per person

KAIZEN™ in Innovation & Research



PROGRAMME

- Innovation & Research model
- Transition from traditional innovation methods to breakthrough innovation and research
- Breakthrough ideation
- Lean Start-up
- Product roadmaps
- Variety reduction programmes
- Digital KAIZEN™ applications and technologies for Innovation & Research
- Case studies

The KAIZEN™ in Innovation & Research programme introduces engineering techniques to ideate and develop knowledge that can be quickly incorporated into innovation and new product development.

WHY PARTICIPATE?

- Inexistent or weak idea generation and evaluation process
- Over half of new product ideas do not come to life
- Long release cycles do not match market dynamics
- High costs of innovation

2 sessions of 3 hours

£150 per person

KAIZEN™ in New Product Development



The KAIZEN™ in New Product Development programme introduces engineering techniques to ideate and develop knowledge that can be quickly incorporated into innovative new products.

WHY PARTICIPATE?

- Inexistent or weak idea generation and evaluation process
- Over half of new product ideas do not come to life
- Unawareness of clients' needs and organisations' technical capabilities
- Long release cycles do not match market dynamics
- Knowledge and expertise is not shared amongst projects
- High costs of innovation

PROGRAMME

- Innovation & Research model
- Transition from traditional innovation methods to breakthrough innovation and research
- Set Based Engineering
 - Customer interests
 - Feasibility planning
 - Learning cycles
 - Integration events
- Production Preparation Process (3P)
- Digital KAIZEN™ applications and technologies for New Product Development
- Case studies

2 sessions of 3 hours

£150 per person

KAIZEN™ Project Management



PROGRAMME

- Accelerated Development model
- Transition from traditional model to accelerated development
- Lean project management
 - Phase gate design
 - Project initiation
 - Planning optimisation
 - Visual management (Obeya control)
 - Portfolio management
- Digital KAIZEN™ applications and technologies for Project Management
- Case studies

The KAIZEN™ in Project Management programme teaches a quick and efficient project delivery methodology using a set of phases to achieve customer satisfaction.

WHY PARTICIPATE?

- High rework levels in projects
- Project delivery misses key deadlines
- The need to adjust and adapt time to market
- Project success variability
- Unplanned design rework loops
- Stress and dissatisfaction within project teams
- Low levels of creativity and collaboration

3 sessions of 3 hours

£225 per person

NEW KAIZEN™ in Energy and Environment



The KAIZEN™ in Energy and Environment presents a holistic approach to realise, minimise and neutralise the 5 green hazards.

WHY PARTICIPATE?

- Difficulty in keeping abreast with suppliers' and customers' demand to minimise environmental effects from products and operations
- Low energy efficiency and material yield
- Increasing environmental taxes
- The public reputation of the organisation is linked to unsustainable practices
- Productivity losses due to environmental regulation policies
- Absence of systematic means of measuring organisation environmental impact

PROGRAMME

- Energy and Environment model
- The 5 green hazards
- Green Awareness
- Green Operations
 - Energy Efficiency and Source
 - Yield and Waste of Materials
 - Water Consumption and Toxicity
 - Minimisation and Capture of Polluting Gases
- Green Supply Chain
- Green Products
- Digital KAIZEN™ applications and technologies for Energy and Environment
- Case studies

3 sessions of 3 hours

£225 per person

'A journey of a
thousand miles
begins with a single
step.'



Lau Tzu

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