



# **Global KAIZEN™ Award 2019**

Virtual Ceremony,  
November 24<sup>th</sup>, 2020

**"The KAIZEN™ Award is an important stimulus for us professionals – given the magnitude of the event, the companies involved and the professionals who enable and promote Continuous Improvement."**

**Emílio Mesa Júnior**  
QEHS Management &  
SIG\_SQM Coordinator,  
Siemens Energy, Brazil

# 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, seven additional Kaizen Institute business units started offering the program within their countries; Brazil, Chile, Germany, Italy, The Netherlands, Poland and Spain. Today, more and more Kaizen Institute business units around the world are preparing to join the program.

We are extremely proud to announce the second Global KAIZEN™ Award 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 2019 and it is our utmost pleasure to celebrate this special occasion with you, this time conducted virtually due to the COVID-19 pandemic. 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 in the Excellence in Continuous Improvement System category 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.

## Category

The organization demonstrates excellence in implementing a Continuous Improvement system and engaging the entire workforce in the process. The system integrates the practice of Continuous Improvement at all levels including Daily KAIZEN™, Breakthrough KAIZEN™ and Leaders KAIZEN™. The category recognizes organizations from all fields and sectors.

## 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 2019.

by 31.07.2020	Submission of nominee data by Kaizen Institute business units
by 15.09.2020	Preliminary analysis by Kaizen Institute
by 30.09.2020	Evaluation of client <sup>1</sup>
by 15.10.2020	Global KAIZEN™ Award decision
on 24.11.2020	Global KAIZEN™ Award Ceremony <sup>2</sup>

<sup>1</sup> If necessary an additional on-site appraisal will be conducted by a Kaizen Institute representative.

<sup>2</sup> The decision of the evaluation committee is final and cannot be appealed.

## Prize

The recipient of the 1<sup>st</sup> place Global KAIZEN™ Award 2019 will be awarded with two vouchers to participate in any KAIZEN™ learning program, KAIZEN™ Insight Tour or KAIZEN™ Benchmark Tour<sup>3</sup>.

## Learn more

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

<sup>3</sup> 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.

**"Our success has been to extend the culture of Continuous Improvement to the entire organization, integrating it into the DNA of all employees of the Zoetis plant."**

**Rosa Font**

Operational Excellence  
Leader, Zoetis

# Ceremony Program

**Global KAIZEN™ Award 2019**  
**Tuesday, November 24<sup>th</sup>, 2020**  
**15:00 to 17:30 GMT**

	Topic	Name	Company
<b>15:00</b>	<b>Opening</b>	Risa I. Cox	Kaizen Institute
15:10	Global KAIZEN™ Award - Overview of Nominees	Antonio Costa	Kaizen Institute
	Company & Project Presentation	Ana Fadista Manso	CTT, Portugal
	Company & Project Presentation	Marzena Sielska, Krzysztof Merta, Michał Lach	FCA Poland, Poland
	Company & Project Presentation	Verónica Aranda Contreras	Mahou, Spain
	Company & Project Presentation	Enrika Hens, Luc van Dijk	Shell Chemicals Europe, The Netherlands
	Company & Project Presentation	Alessandro Salmoiraghi	BTicino, Italy
<b>16:00</b>	<b>Break</b>		
16:05	Company & Project Presentation	Diego Swinburn	Chilean Grape Group, Chile
	Company & Project Presentation	Maurício Nantes	BENTELER Componentes Automotivos, Brazil
16:25	Leadership. 'Unlocking the potential of others'	James Stewart	Former Director of Lean Transformation Burberry
16:40	Announcement of the Award Recipient: 3 <sup>rd</sup> Place, 2 <sup>nd</sup> Place and 1 <sup>st</sup> Place	Antonio Costa	Kaizen Institute
17:05	Panel Discussion	Antonio Costa tbc	Kaizen Institute
<b>17:25</b>	<b>Closing</b>	Risa I. Cox	Kaizen Institute



## CTT, Portugal

Sector: Public Services

Products or Services: Mail

[www.ctt.pt/home/index.html](http://www.ctt.pt/home/index.html)

### Presentation of the Company

CTT has a presence throughout Portugal and also in international markets. Its company mission is to provide communication and logistics solutions as well as financial services of proximity and excellence and to establish relationships of trust and innovation, through CTT and / or each of its subsidiaries, translated into:

- Vocation to connect people and companies with physical and electronical communications;
- Solutions to provide an integrated response to the needs of every customer;
- Trust as a company asset and also as a result;
- Business strategy and sustainable risk profile of CTT and each of the Subsidiaries.
- Innovation as a guarantee that the mission is fulfilled today and in the future.

### Project Title

Implementation of Continuous Improvement in the Retail Network

### Project Framework

At the beginning of 2017, a planning phase was carried out at the CTT network to identify opportunities for improvements in the Backoffice and store processes that allow the teams to increase their productivity with a direct impact on two KPIs:

- 1) Improvement of average waiting times for customers (service level);
- 2) Store revenue measured by the sale of "CTT expresso".

In this planning phase, 3-month work sprints were identified with the implementation of Daily KAIZEN™, Breakthrough KAIZEN™, Leaders KAIZEN™ and Support KAIZEN™ (the entire KCM model) at CTT stores. In each sprint these tools were introduced in additional stores. In the first implementation phase (phase 1), a set of processes for improvement was identified and the first Daily KAIZEN™ tools were deployed to the first CTT Stores. Each Daily KAIZEN™ and Breakthrough KAIZEN™ behavior was always piloted in 4 pilot stores before the rollout to the remaining network.

### Project Team

António Pedro Silva – Administrator (Sponsor);  
 Alexandre Guia – Network Optimisation and Support Director (Project Manager); Ana Luisa Fadista – Subdirector for Network Process Optimisation (Project Operational Manager);  
 Daniel Borrego – Team Leader.





## FCA Poland, Poland

Sector: Automotive

Products or Services: Cars

[www.fcagroup.pl](http://www.fcagroup.pl)

### Presentation of the Company

FCA Poland is the largest car manufacturer in Poland and the second largest exporter in the country. Over the course of its 25 years of operations, the company has invested over PLN 11 billion and produced 8 million cars, of which it exported over 6 million. The production plant in Tychy occupies 2.4 million m<sup>2</sup> of space, of which 0.5 million m<sup>2</sup> is used as production halls and service buildings. The entire production process of one car takes about 12 technological hours. On average, one car leaves the assembly lines every 46 seconds.

In 2019 over 179,000 cars were produced, including models like Fiat 500, Abarth 500, and Lancia Ypsilon.

Of all FCA cars produced in Tychy, 99% are exported to 67 countries worldwide, including Italy, Great Britain, France, Germany, and as far as Japan and Australia. An audit carried out in December 2015 confirmed that the Tychy plant is one of the best automotive factories in Europe, boasting Gold Level WCM certification.

### Project Title

Windshield Sequencing Automation – Fiat 500

### Project Framework

The project aimed to improve the windshield preparation process for production. Previously, there were two windscreen palette fields in the production unit: one for line A and the other for line D. Each of these fields contained 20 pallets with 16 types of windscreens. Employees took the windshield, with the appropriate sequence number, by hand from one of the 20 pallets and transferred it to the preparation table (primer application and mirror assembly). As each pane weighs about 12 kg, an employee could be moving and stacking over five tons of panes during a shift that produces 480 cars. After the improvement project, this work is carried out on a single storage field by two Cartesian-based manipulators and a transport table. FCA eliminated the employee's strenuous work through a fully automated process. This idea, its execution and programming is 100% done by FCA Poland S.A. employees.

### Project Team

A cross-functional working group of diverse competencies was set up to implement the project, which included various departments: production, production engineering, working time analysis, logistics, maintenance, and the IT department. Project execution by KAIZEN™ Team FCA.



## Mahou, Spain

Sector: Food & Beverages

Products or Services: Beer, Water, and Logistics

[www.mahou-sanmiguel.com](http://www.mahou-sanmiguel.com)

### Presentation of the Company

Mahou is a 100% Spanish family-owned company. With a production share of 32%, it is the industry leader in the country. It has eleven breweries, eight in Spain, one in India and two in the USA, four water springs with packaging plants, and a professional team of more than 4,250 employees. The company's history goes back more than 125 years, starting with Mahou's foundation in 1890, characterized by strong growth. In 2000, Mahou acquired San Miguel followed by Reina from the Canary Islands in 2004, and Cervezas Alhambra three years later. In addition, the company diversified its business by purchasing Solán de Cabras in 2011. It has an extensive portfolio of Spanish beers, including Mahou Cinco Estrellas, San Miguel Especial, and Alhambra Reserva 1925. Their pioneering spirit lives on through new products in specific categories such as San Miguel 0,0, Mahou Barrica, and San Miguel ECO, as well as brands suitable for coeliac sufferers, such as San Miguel Gluten Free and Mahou Cinco Estrellas Sin Gluten. It also has an extensive range of international beers and mineral water brands such as Solán de Cabras. Globalisation is one of its strategic cornerstones for the development of the business. Mahou produces

more than 70% of Spanish beer consumed worldwide and has a presence in over 70 countries.

### Project Title

Mahou San Miguel Excellence System - Evolution of our Culture

### Project Framework

In the industrial areas they have been working with a system of Continuous Improvement since 2004. Subsequently, the vision of creating an engaging work culture has become more intense and systemic. People have been at the center of change towards autonomous teams, working on agile and robust processes to achieve their objectives. It was decided in 2017 to start implementing and developing the Excellence System beyond the operations area as a strategic lever for the development of the business in the medium and long-term. In an environment dictated by continuous change, variability of consumer needs, and high competitiveness, the application of an Excellence methodology that supports and evolves the Mahou San Miguel work philosophy, is of great importance.

### Project Team

A team of two people started in the industrial section in 2005. Currently, it has evolved to a team of 14 people (11 in the industrial area) with Kaizen Institute providing further support in the deployment of non-industrial areas.





## Shell Chemicals Europe, The Netherlands

Sector: Chemicals

Products or Services: Base Chemicals  
and Intermediary

[www.shell.com](http://www.shell.com)

### Presentation of the Company

Shell Chemicals Europe markets, sells and distributes Base Chemicals (e.g. Ethylene, Propylene and Aromatics) and Intermediates such as Ethylene and Propylene Oxide and their derivatives, Solvents, Styrene and Higher Olefins and their derivatives to Industrial Customers mostly in Europe. Their mission is to provide the building blocks for the world in the energy transition. The strategic tenets (Big Rocks) are:

- Unrivaled customer experience
- Winning in our EU value chains (Margin, Costs, Cash)
- The leader in Technology and Integration (Progress Growth)
- Champion societal cause in our business (Sustainability)
- Where you can be at your best (People)
- HSSE & Ethics and Compliance

### Project Title

Continuous Improvement at Shell Chemicals Europe

### Project Framework

When Shell Chemicals Europe decided to start Continuous Improvement in 2015, the initial model was to build a Continuous Improvement culture from the "bottom up" and choose areas of focus (called "seeds") where it would apply Continuous Improvement with depth and rigor. This strategy became so successful that most Product Lines did not want to wait in line to become a "seed". In the years 2015-2016 the foundations were laid for Continuous Improvement in the multidisciplinary natural working teams and the "seeds" matured in an organic way. Shell Chemicals moved to a regional organization model in 2017 with (i) Asia-Pacific, (ii) Europe, Middle East and Africa and (iii) the Americas as the three regions. Shell Chemicals Europe decided it was time to use Continuous Improvement as a vehicle to drive "top down" goal setting and cascade the huddles. SCE adopted the Shingo model for Operational Excellence, where Continuous Improvement plays a prominent role in delivering and sustaining business results.

### Project Team

Enrika Hens - Continuous Improvement Lead,  
Samia Nehme - Vice President, Luc van Dijck -  
General Manager, Sebastien Malard - Improvement  
Agent, Robert Springer - Commercial Manager,  
Martijn Vermunt - Supply Manager.



## BTicino, Italy

Sector: Technology

Products or Services: Electronic Equipment

[www.bticino.com](http://www.bticino.com)

### Presentation of the Company

BTicino is a global leader in the manufacturing of digital and electrical domestic equipment and has been recognized for the design of its exclusive interfaces of command, control and domotics, while remaining one of the few entities in the world that is still truly “made in Italy”.

Italian BTicino’s offices are in Varese, Tradate, Corsico, Erba, Azzano San Paolo (Bergamo), Brescia, Ospedaletto Lodigiano (Lodi), Alessandria, Castellalto (Teramo), Longare (Vicenza), and Torre del Greco (Naples). Since being established after WWII, they have expanded internationally and is now active in sixty countries across the globe. BTicino is one of the Legrand Group’s foundational assets. The Legrand group is a French multinational producer that is regarded as a global leader in the commercial, industrial and residential sectors, with an annual turnover of 6.6 billion EUR in 2019. The Group is also part of a stock index that includes the top 40 companies quoted on the NYSE Euronext.

### Project Title

BTicino 2.0

### Project Framework

The application of Lean Manufacturing in BTicino began in the early 2000s. In the last years the evolution of the approach has led to the creation of the “Legrand Way”, which is their method of production organization. In 2016, in collaboration with Kaizen Institute, a project called “BTicino 2.0” was initiated, which aimed at continually improving performance through the involvement of several business units (industrial, logistic, purchasing, and R&D). Initially two projects were launched and then expanded to all other production sites in Italy.

### Project Team

The project team was composed of the industrial management central team and the multifunctional teams from the other Italian plants.





## Chilean Grape Group, Chile

Sector: Food

Products or Services: Bulk wine, bottled wine and concentrated juices

[www.chileangrapegroup.com](http://www.chileangrapegroup.com)

### Presentation of the Company

Chilean Grape Group (CGG) is a company of the Yarur Group, one of the five most important economic groups in Chile in terms of revenue, owning various enterprises in the banking, financial services, insurance, pharmaceutical, retail, agro-industrial, and cattle raising sector, among others.

CGG has been dedicated to the world of viticulture since 1989 as demonstrated through their diversified product portfolio. They are a major player in bottled wine, concentrated juices, and bulk wine processing, which allows them to offer integrated solutions to their customers and the consumer. They define themselves as a food company and not merely a winery.

### Project Title

CEPAS<sup>1</sup>: Culture of Excellence for Customer Satisfaction

### Project Framework

Continuous Improvement at Chilean Grape Group

is aiming to achieve the highest quality, safety, and productivity at the lowest cost when processing their goods and services. There is a deep understanding that the main element of the transformation towards their future state is the cultural change within the organization, which is the basis to obtain and sustain these benefits for all stakeholders. The company's strategic horizon for the next five years is driven by SMART goals, based on the implementation of Hoshin Kanri. To achieve this strategic horizon, CGG started to promote KAIZEN™ initiatives in 2017, actively sponsored by top management and the leadership team. They have shown commitment in cascading the KAIZEN™ philosophy, mental models, and necessary behaviors to each functional team, pursuing a sustainable future state. In 2019 CGG implemented the entire KAIZEN™ Change Model in the organization, establishing "CEPAS" as their KAIZEN™ Transformation System.

### Project Team

The CEPAS team is led by the CEO and strongly supported by the quality manager and other corporate area managers, together with one change agent per plant, to work on different initiatives across the whole organization.

<sup>1</sup> CEPAS in Spanish means a variety or type of grapes which defines the type and quality of the wines.



## BENTELER Componentes Automotivos, Brazil

Sector: Automotive Supplier

Products or Services: Components/parts for chassis, module, and engine assembly

[www.benteler.com](http://www.benteler.com)

### Presentation of the Company

BENTELER supports its partners from product ideation to full production, based on many years of experience, specialized knowledge in all our business divisions, and determination to develop the ideal solution. With a presence in 28 countries and 30,000 employees adding value in 96 plants, BENTELER is always at the side of our business partners, not only in terms of geographical proximity, but also strategically. We are where our customers need us, always following our core values: ambition, courage and respect.

The Camaçari-BA plant, which belongs to the automotive division, was chosen as a pilot for the implementation of the BOSle 2.0 project in the production processes of welding (Rear Axle, Auxiliary Board, and Control Arm) and modules (Front Suspension, Rear Suspension, Engine, Auxiliary Board and Pony Pack) for Ford branded vehicles like the Ford KA and EcoSport.

### Project Title

Operational Excellence through BOSle 2.0

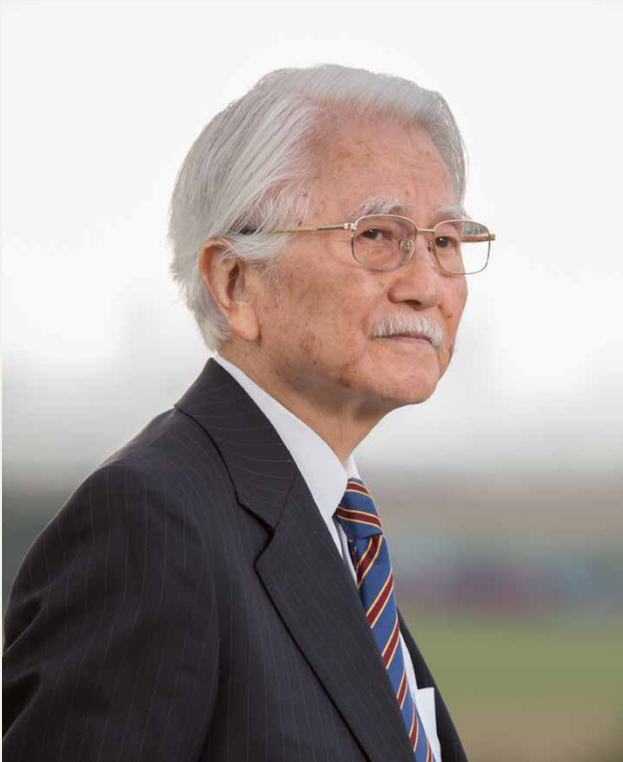
### Project Framework

The BOSle 2.0 project involved Kaizen Institute consultants to be the catalyst in achieving Operational Excellence. Although BENTELER had process improvement tools, they needed to improve the involvement of people on the shop floor, prioritizing six areas:

- Focus on the shop floor (performance per hour/shift/day/week/month)
- Focus on the people who added value to their products
- Implement Continuous Improvement throughout the organization
- Strengthening the skills of teams and leaders
- Follow-up of leaders' standardized routines
- Consistent deployment of strategic goals

### Project Team

Adriano Lopes, Daniela Pato, Cleber Rossini, Vinicius Feresin, Anderson Lourenço, Simone Ramos, Fábio Carmo, Gilberto Piedade, Matheus Dias, Jeane Goes, Mauricio Sá, Rogério Santos, Fábio Santos.



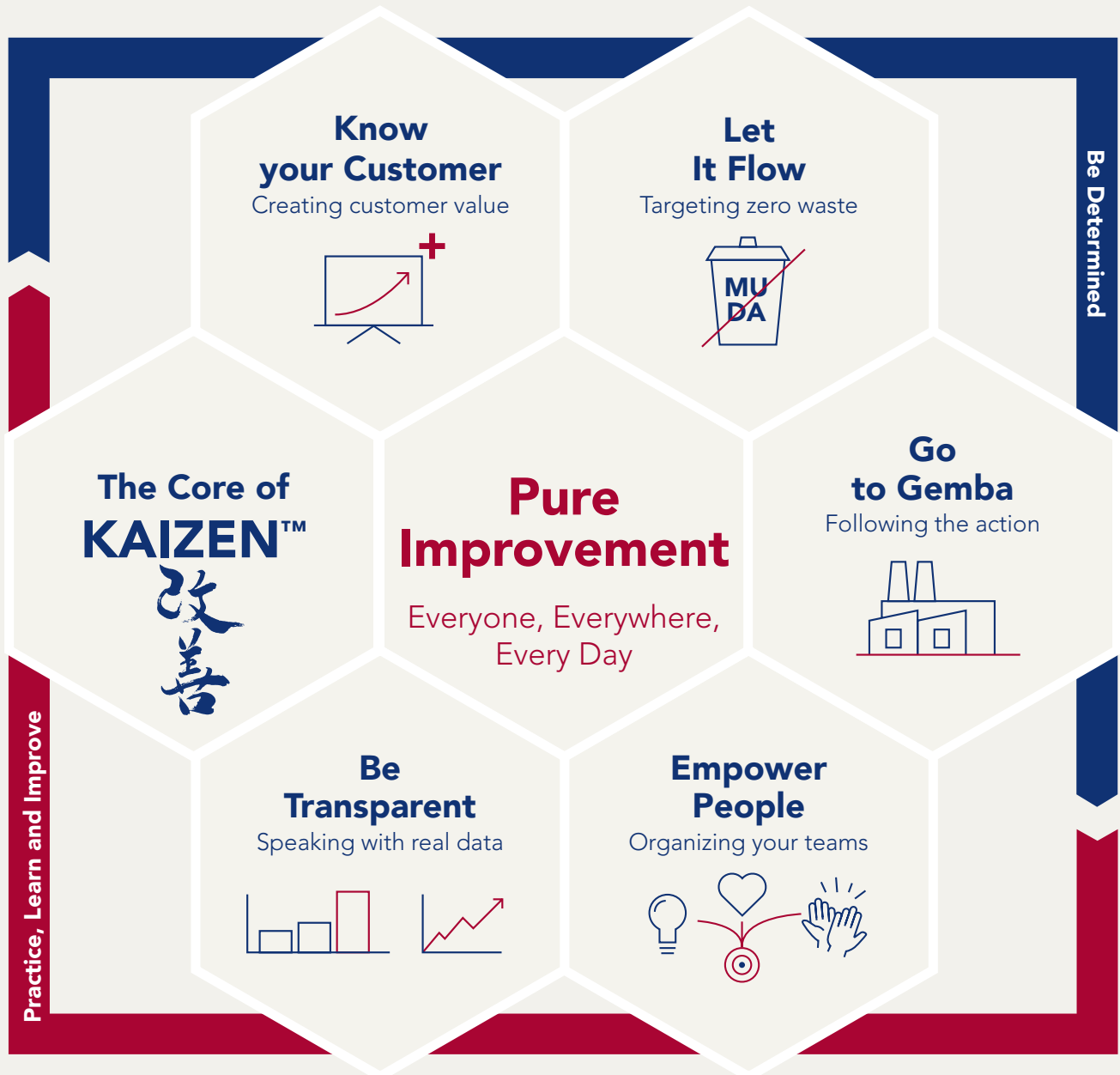
## Definition of KAIZEN™

Over 34 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

# The Core of KAIZEN™



The 5 KAIZEN™ Principles are embedded in every KAIZEN™ tool and in every KAIZEN™ behavior.

Visit our website to learn more about Kaizen Institute! [www.kaizen.com](http://www.kaizen.com)



**KAI**  
= CHANGE



**ZEN**  
= FOR THE  
BETTER

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