



«PRACTICAL PROGRAM of REVOLUTIONS in Factories.20 KEYS» ® IN RUSSIA



RUSSIAN BENCHMARKING CLUB "BUSINESS EXCELLENCE"

RUSSIAN ORGANIZATION FOR QUALITY (ROQ)

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RUSSIAN ORGANIZATION
FOR QUALITY
(ROQ)



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OUR MISSION

**To introduce benchmarking methods and develop Russian companies
understanding of necessity to use methods of improvements for their
continuous business excellence**



1. Czech Republic
2. Denmark
3. United Arab emirates
4. Estonia
5. Germany
6. Hungary
7. India
8. Ireland
9. Italy
10. Malaysia
11. Mauritania
12. Moldavia
13. New Zealand
14. Poland
15. Russia
16. Slovakia
17. South Africa
18. Sweden
19. Switzerland
20. Grate Britain
21. USA
22. Australia
23. China
24. Ukraine





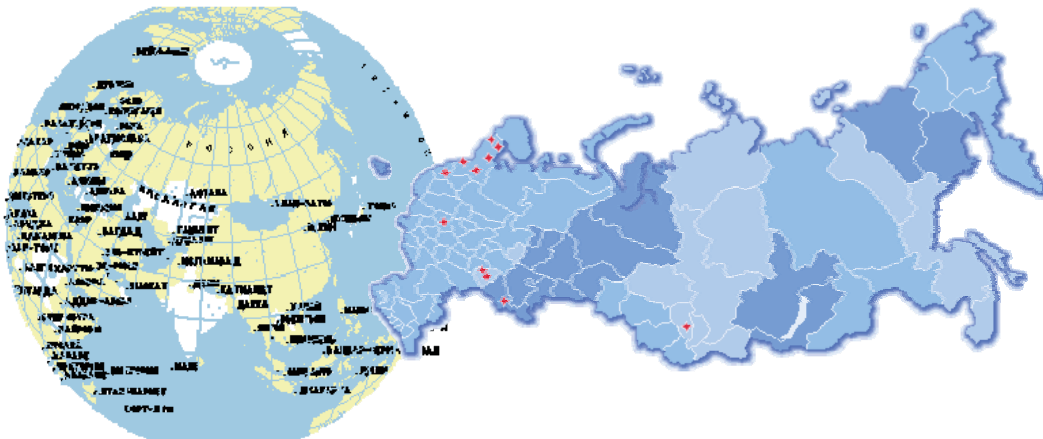
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MISSION IS BEING REALISED THROUGH THE PROGRAM

«THE BEST PRACTICE – FOR THE BEST LIFE!»

The GOAL of the Program is to create the network of Business Excellence Centers under supervision of Russian Benchmarking Club “Business Excellence” where factories can exchange their best practices with their Russian and foreign partners to increase their productivity and competitiveness



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October 2005 at International conference of 20 Keys in Zagreb (Croatia) Yoshiyuki Kobayashi (Son of Iwao Kobayashi, founder of program) and ODI Partner Johan Benadie handled LICENSE for exploration of 20 Keys in Russia to Business Excellence Ltd. (ROQ)





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May 2005 the “20 Keys” book was translated from Japanese into Russian language, issued and sent to all Russian regions, first experts training for the program start. The Russian version of this book was presented in Tokyo on the meeting with the Russian delegation.



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December 2005

Start benchmarking with Japanese Union of Scientists and Engineers (JUSE):

- methods Toyota – “TPS”
- ISO9000 ISO14000 OHSAS 18000 in Japanese factories
- quality circles
- best practice of TQM introduction





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2006 there were implemented benchmarking visits of Russian companies leaders to Japanese factories: Toyota, Todentsu, Sekisui, AISIN SEIKI Co., Ltd., HINO, Mitsubishi Electric and many others.



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Every year Russian Organization for Quality and Russian Benchmarking Club organize Russian conferences devoted to World Quality Day and European Quality Week. These Forums are being conducted in Russian regions together with Regional Governments (2005 Saratov, 2006 Moscow, 2007 Volgograd, 2008 Lipezk, 2009 Kazan, 2010 Voronezh)

www.vdkrf.ru





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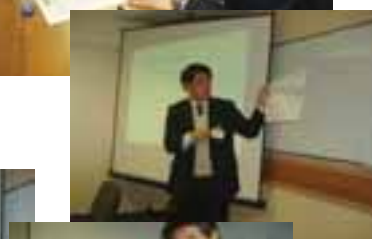
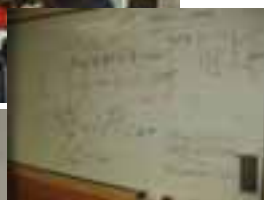
On the eve of these forums “20 Keys” ® seminars and trainings are being conducted and benchmarking visits are organized to the local companies and factories to exchange the best practices



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International “20 Keys” seminars are being organized





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«20 Keys»®

20 focus areas that will help your organization to build a holistic,
sustainable continuous improvement culture

To be competitive modern factory has to
meet the following challenges:

BETTER

To increase the quality of the goods and
services, maximum satisfy customer

FASTER

To reduce the lead time without
increasing the cost

CHEAPER

Maximum returns should be invested
into the capital goods development

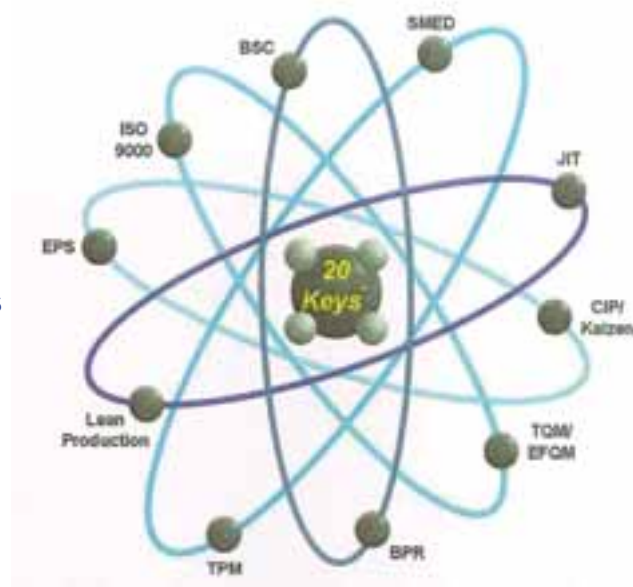


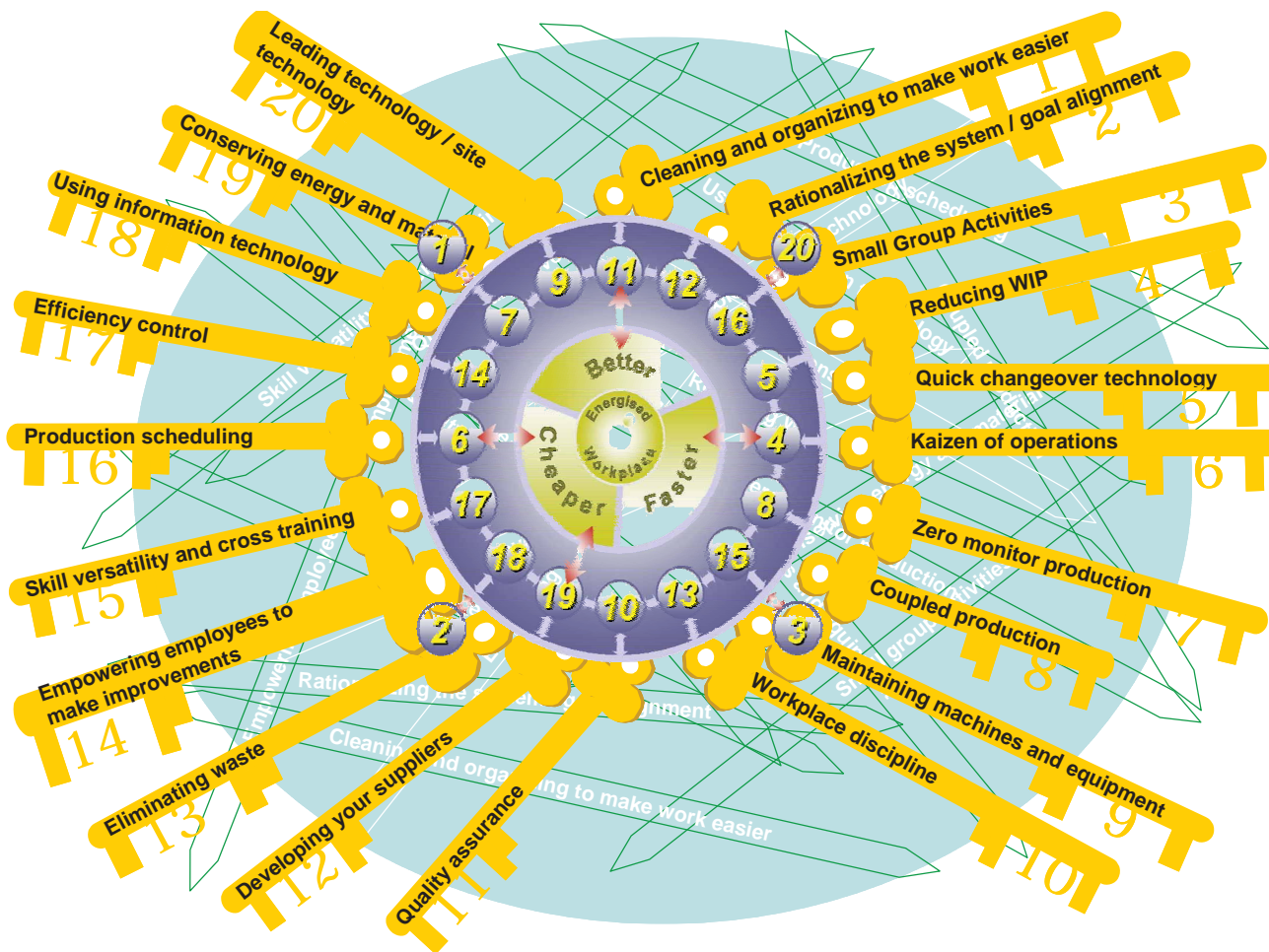
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Practical Program Of Revolutions in Factories

«PPORF.20KEYS»® accumulates
all well known approaches in
factory activity improvements
and works as a
INTEGRATOR





**«PRACTICAL PROGRAM OF REVOLUTIONS in
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**IWAO KOBAYASHI
THE FOUNDER OF “20 Keys”®**

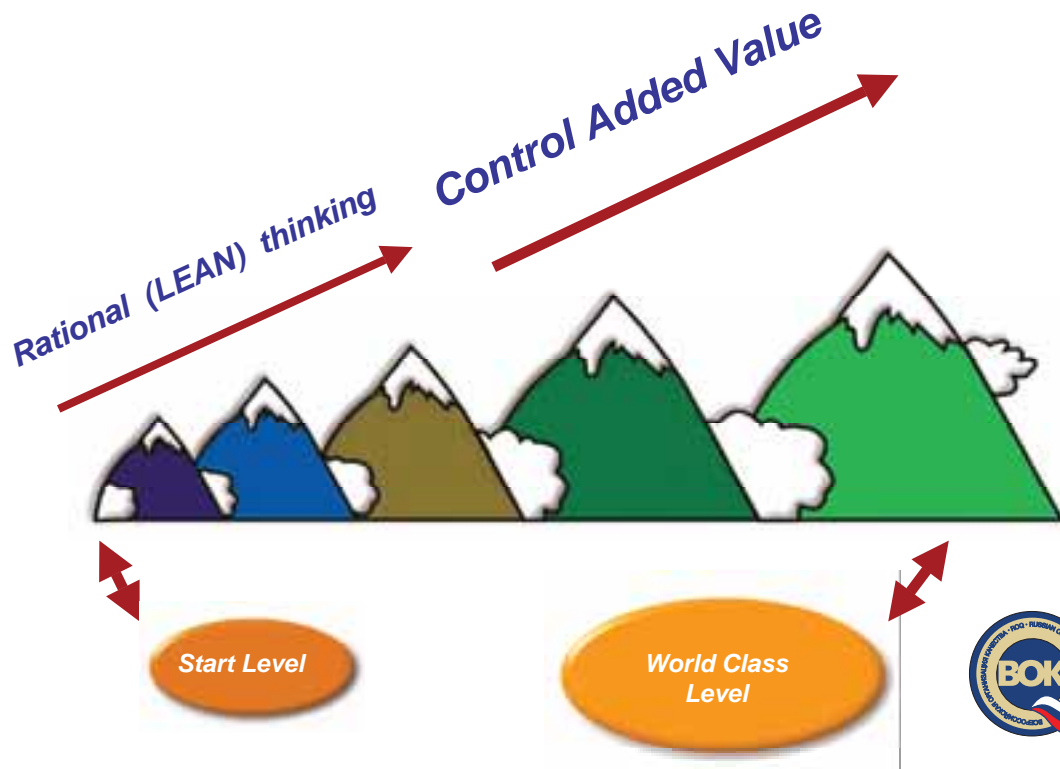


**«When all employees are aware
of the company's position
in relation to other enterprises,
a true feeling of competition is
developed and they will do
whatever they can to win!»**





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VISUALISATION OF LEVEL OF IMPROVEMENT FOR ALL EMPLOYEES

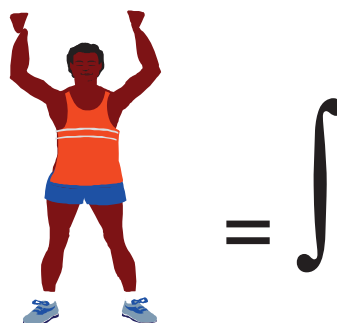




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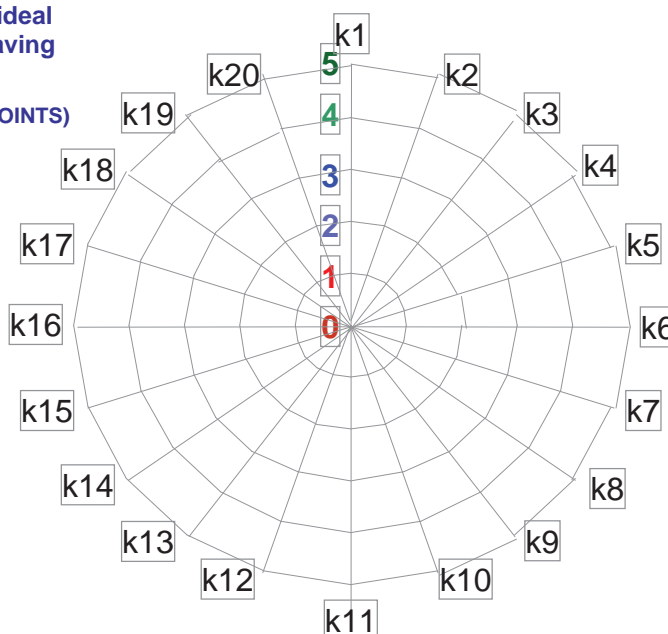
**SYSTEM IS BEING CREATED
BY PEOPLE AND FOR PEOPLE!
WHERE EACH PERSON IS AN INDIVIDUAL
INTEGRAL SYSTEM!**



**SYSTEM HAS TO MEASURE IMPROVEMENTS OF
COMPANY ON EACH LEVEL OF “MATURITY” ON EACH
20 KEY DIRECTIONS!**

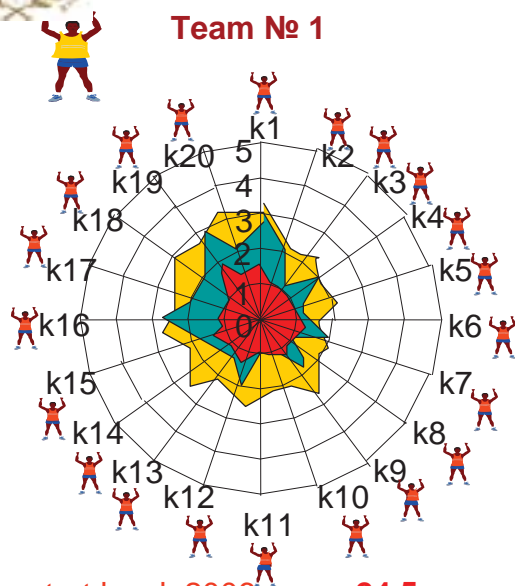
Sample (benchmark) is ideal
world class company having
100 points

(20 KEYS X 5 points = 100 POINTS)

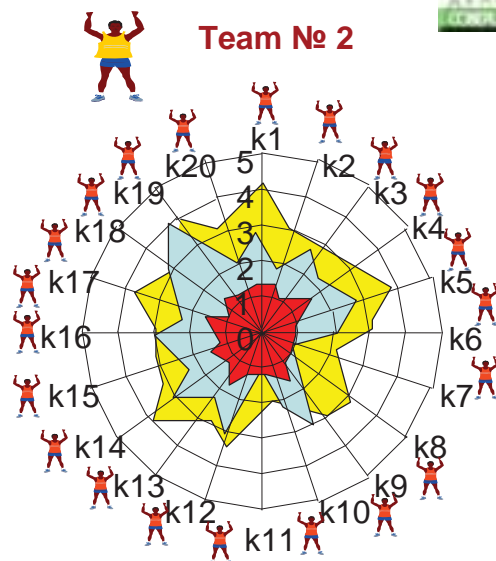




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■ start level 2006 - 24,5
■ present level 2009 - 36,2
■ goal for 2010 - 50,1



■ start level 2006 - 25,9
■ present level 2009 - 44,3
■ goal for 2010 - 62,8



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Russian quality specialists are being trained to make analyses using 20 Keys

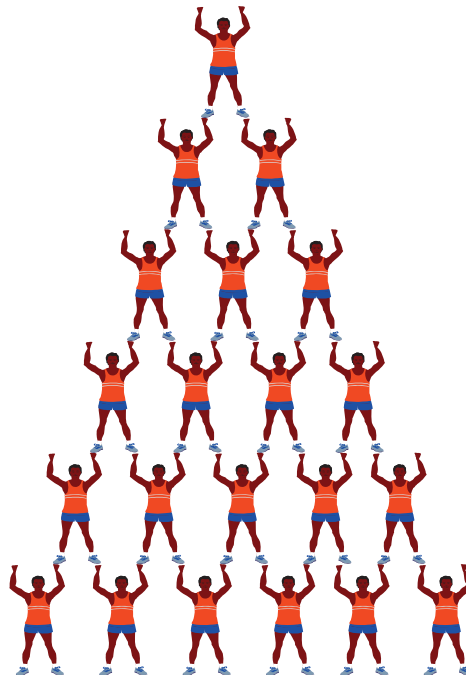


WHO AND FOR WHOM HAS TO PROVIDE SUPPORT ???

THE PRODUCT
IS BEING MAID
BY LINE
OPERATORS

CUSTOMERS

EXTRA COSTS
DO NOT
PRODUCE
PRODUCT



DIRECTOR OF
COMPANY

FACTORY
LEADER

PODUCTION
MANAGERS

LINE MANAGERS

SHIFT
LEADERS

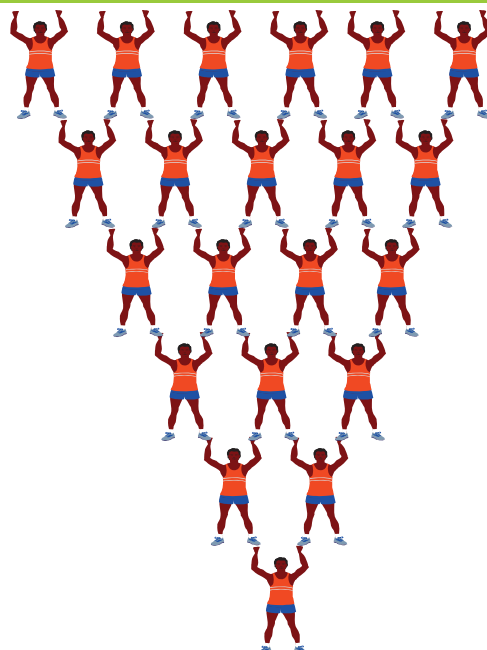
OPERATORS

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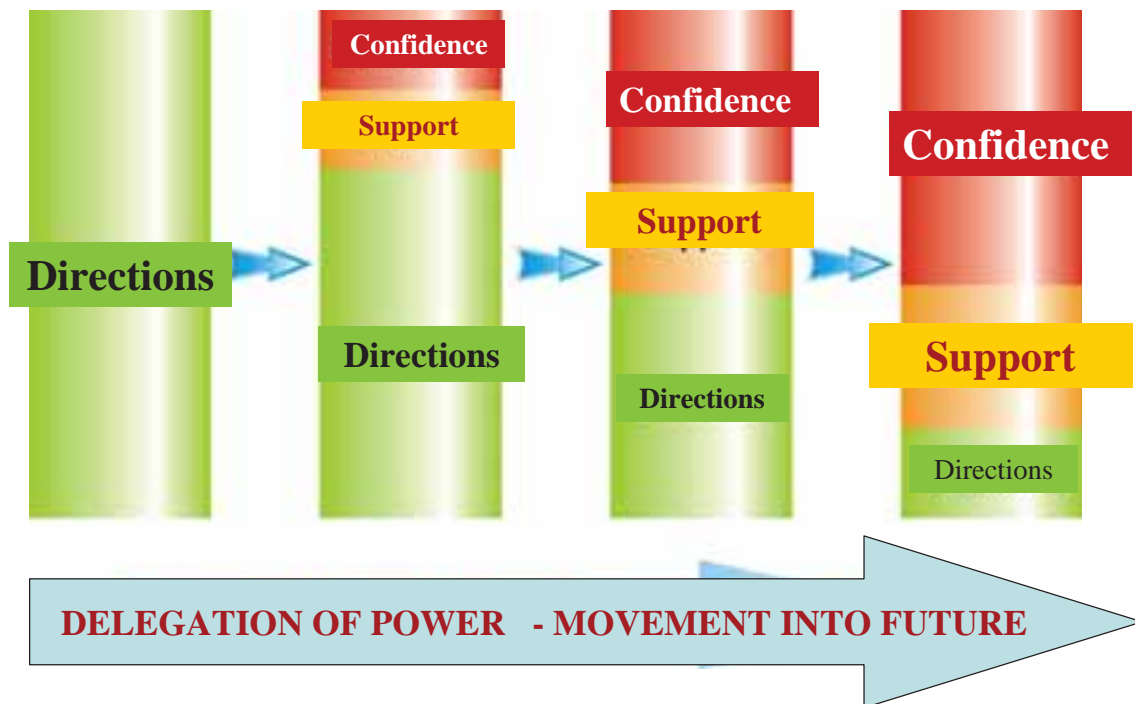
LINE MANAGERS

PODUCTION
MANAGERS

FACTORY
LEADER

DIRECTOR OF
COMPANY

Development of Team Model



m b p manufacturing best practice

WORK OF SGA AND TEAM ASPIRATION FROM THE VERY BEGINNING



RESULTS:

- Team members got info about CSMS
- Assessed №1
- Found out "WHAT DOES WORK DIFFICULT?"
- Made proposals for improvements

NEXT STEPS:

- Plan changes
- Plan and PDCA cycle



Method of “Brain storm”

1. Stage of ideas generation

Rules

- Ideas should be as many as possible
- Criticism is to be prohibited
- Verification of idea is not need
- Development of colleagues ideas are encouraged
- Each idea is fixed
- Team is up to 15 members
- Duration up to 40 minutes

2. Stage of idea analyses

Rules

- To find rational kernel in each idea
- Duration from some hours up to several days
- Quantity is up to situation

System of idea management



SGA



MBA - MINI BUISNESS AREAS



FOTOSTANDARDS OF WORK PLACES

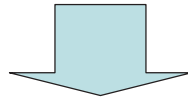


VOCABULARY ON THE SYSTEM MANAGEMENT



Success picture ...

- We are all collectively planning
- We are all collectively implementing
- We are all collectively controlling
- We are all collectively making corrections
- And all collectively celebrating our victory

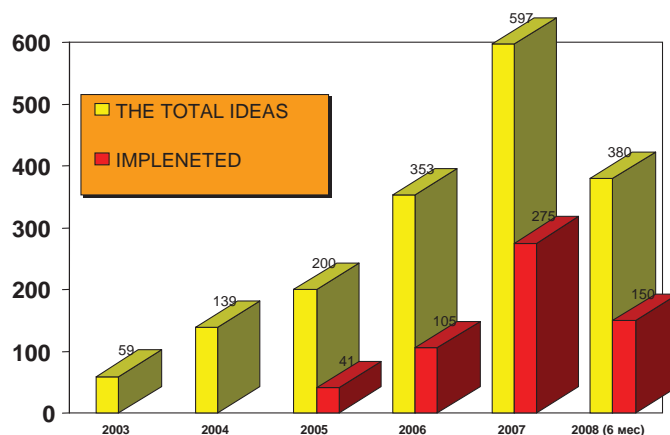


PROCESS OF CONTINUOUS IMPROVEMENTS





GROW UP OF ECONOMIC EFFECT FROM IMPLEMENTED IDEAS



NOVGOROD	
2007год Total Implementing Effect, kRUR	3 942,42
2008год Total Implementing Effect, kRUR	532,73
CHUDOVO	
2007год Total Implementing Effect, kRUR	3 342,71
2008год Total Implementing Effect, kRUR	1 934,85

INTERNATIONAL PROJECT “STRIVE TO EXCELLENCE! OPERATE LIKE TOYOTA!”



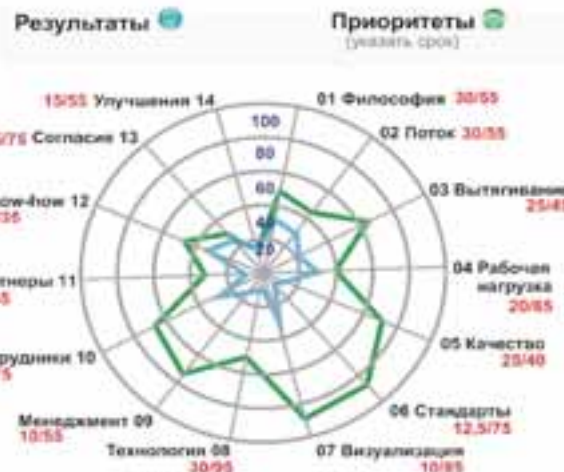
Ваши Результаты (в баллах) сейчас в сравнении с вашими Приоритетами

Теперь разместите Результаты вашей компании в левую колонку, а Приоритеты в правую колонку

Постройте Радар Результатов и Приоритетов вашей компании

(укажите дату построения Радача)

Принцип	Результаты	Принцип	Приоритеты
01 = Философия	30	01 = Философия	55
02 = Поток	25	02 = Поток	45
03 = Вытягивание	20	03 = Вытягивание	65
04 = Рабочая нагрузка	25	04 = Рабочая нагрузка	40
05 = Качество	12,5	05 = Качество	75
06 = Стандарты	10	06 = Стандарты	85
07 = Визуализация	30	07 = Визуализация	95
08 = Технологии	10	08 = Технологии	55
09 = Менеджмент	15	09 = Менеджмент	75
10 = Сотрудники	25	10 = Сотрудники	55
11 = Партнеры	10	11 = Партнеры	35
12 = Know-how	45	12 = Know-how	95
13 = Сопоставление	35	13 = Сопоставление	75
14 = Улучшения	15	14 = Улучшения	55



Thank you very much for your attention !
I invite all of you to attend
20 Keys International Conference in Russia
October 9-13, 2011, Moscow – Sankt-Petersburg!

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