

# Implementation of Kaizen in Healthcare: A Case Study



# SFHPM

Security Forces Hospital Program – Makkah  
Ministry of Interior - Saudi Arabia





# S F H P M

## Security Forces Hospital Program – Makkah Ministry of Interior - Saudi Arabia



Mena

Mena Bridge Hospital

Mina Train Station 1  
قطار المشاعر - محطة منى 1

Average Distance using available routes is 8 km

Mozdalefa

Muzdalifah Train Station 3  
قطار المشاعر - محطة مزدلفة 3

Muzdalifah Train Station 2  
قطار المشاعر - محطة مزدلفة 2

Muzdalifah Train Station 1  
قطار المشاعر - محطة مزدلفة 1

Security Forces Hospital Program Makkah


إلى عرفات



# SFHPM

Security Forces Hospital Program – Makkah  
Ministry of Interior - Saudi Arabia

<http://www.sfhm.med.sa/en/>



**We are a 258 bed hospital  
staffed with 1000+  
healthcare providers  
serving Security Forces  
staff and their relatives in  
Makkah region all year  
round in addition to  
pilgrims during Haj season.**



# SFHPM

Security Forces Hospital Program – Makkah  
Ministry of Interior - Saudi Arabia

<http://www.sfhm.med.sa/en/>



## VISION

To be recognized as a **role model** hospital and to be the first choice healthcare provider for our clients.



# Before we **start**

Few



Can we avoid  
**CHANGE**



# Can we omit VARIATION





# People Hate Change !



Change is the only constant  
Variation can't be avoided  
People love change they created

Try to

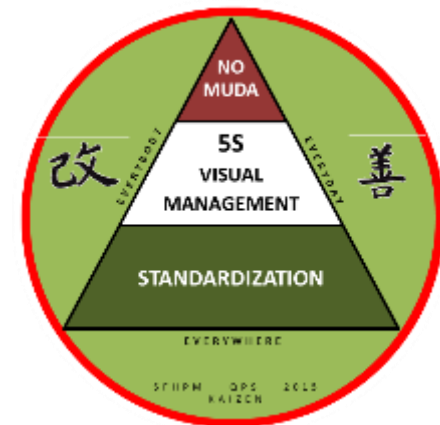
**KAIZEN**

改 Change

善 Good

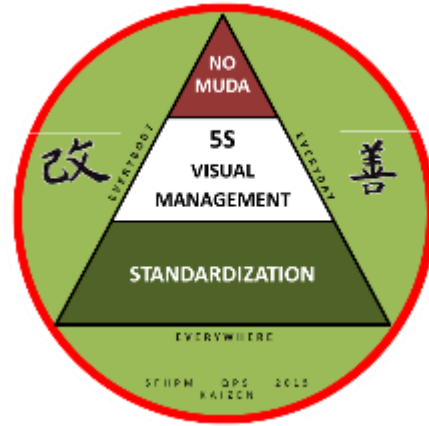
# KAIZEN

- » Definition of KAIZEN
- » KAIZEN Beliefs (The three Everys)
- » SFHPM and Kaizen
- » Kaizen ABCDE
- » SFHPM Kaizens
- » Results of implementation
- » Lessons learned from Kaizen



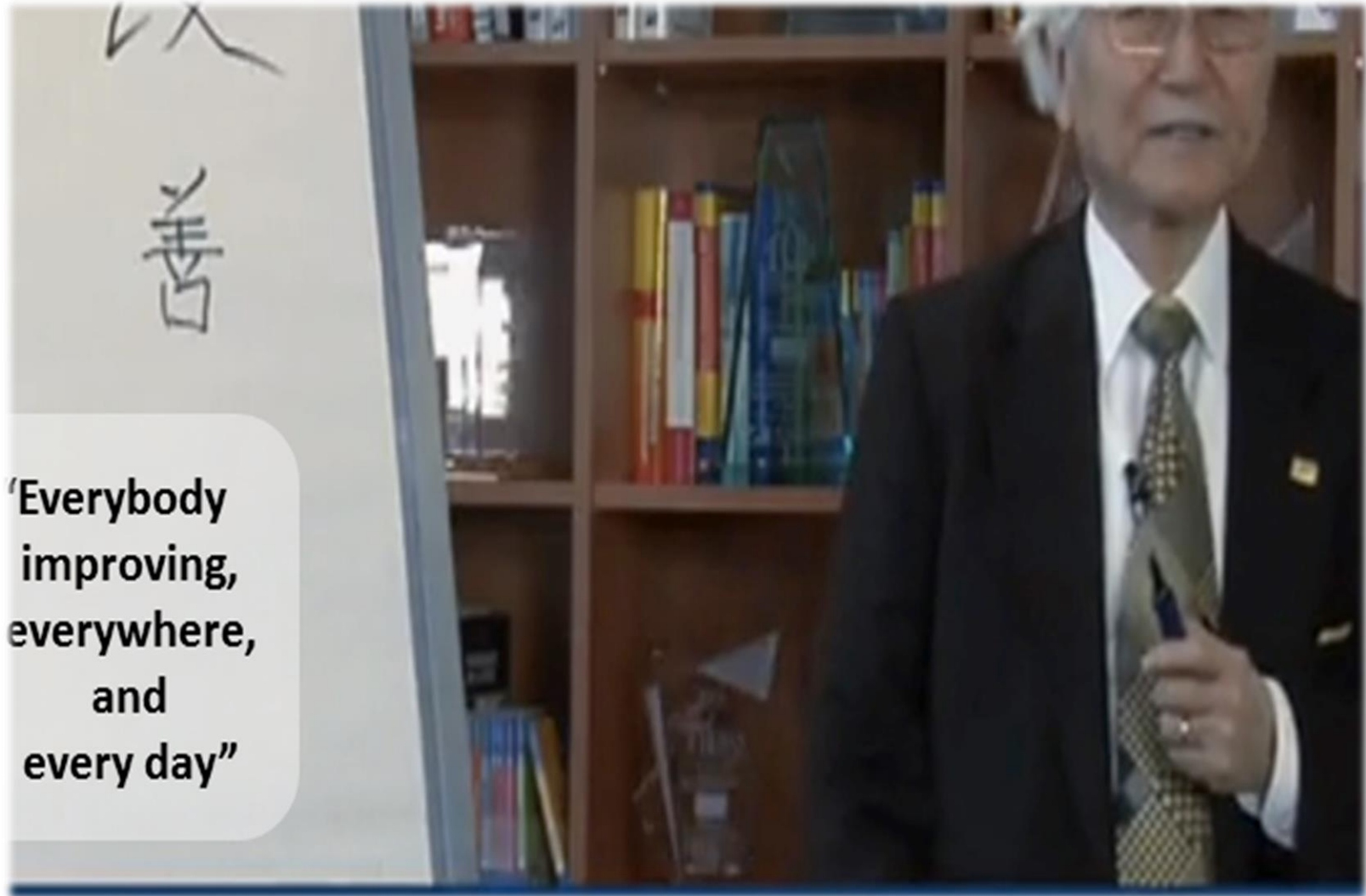


IMPLEMENTATION OF HEALTHCARE  
**K A I Z E N**



DEFINITION OF **KAIZEN** 

# KAIZEN Definition



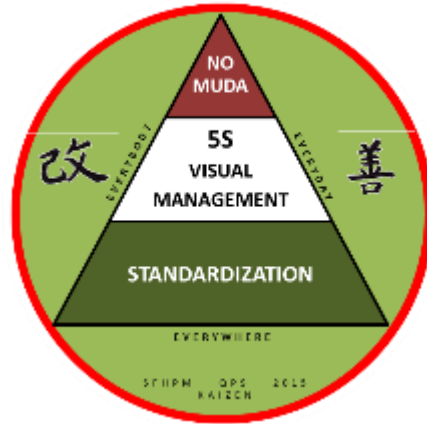
# Mark Graban : KAIZEN Methodology





IMPLEMENTATION OF HEALTHCARE

# KAIZEN



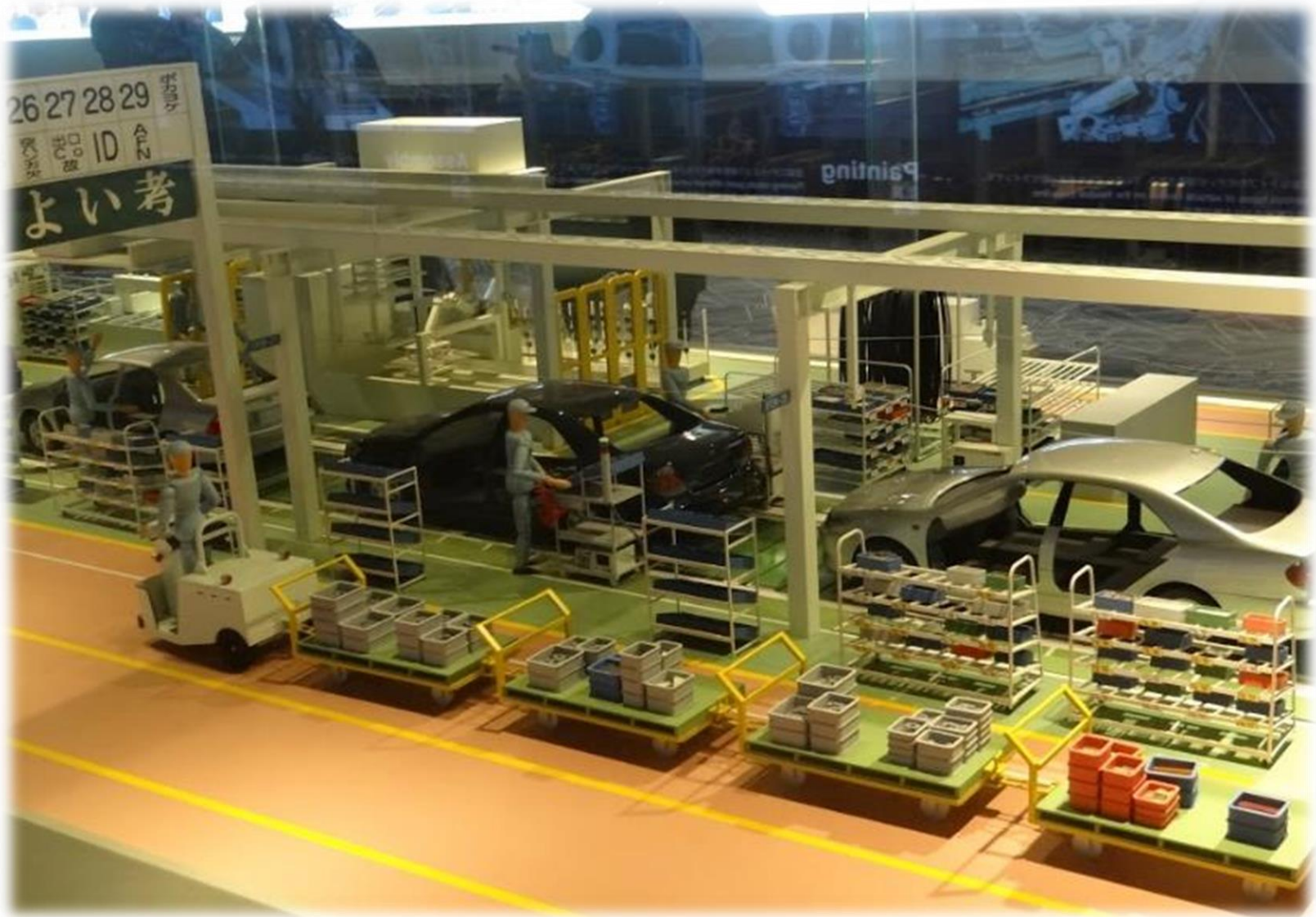
# KAIZEN

EVERY BODY  
EVERY DAY  
EVERY WHERE

# 1 Find the treasure with your front-liners



# Toyota Production System





# Toyota Museum - Nagoya

Quality theme 2014

**Good Thinking, Good Products**

品質と効率

Quality and Efficiency

品质与效率

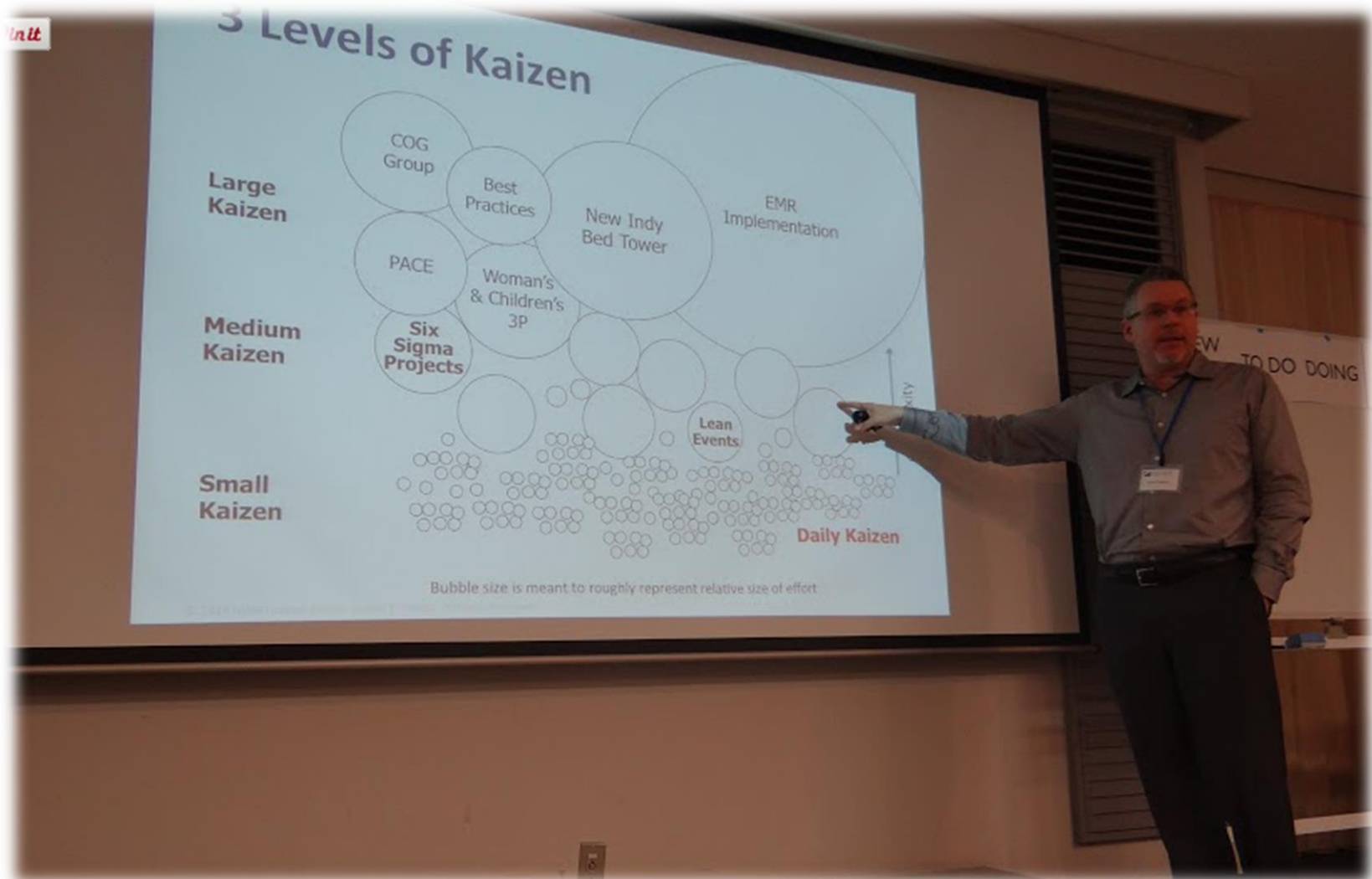


**480,000**

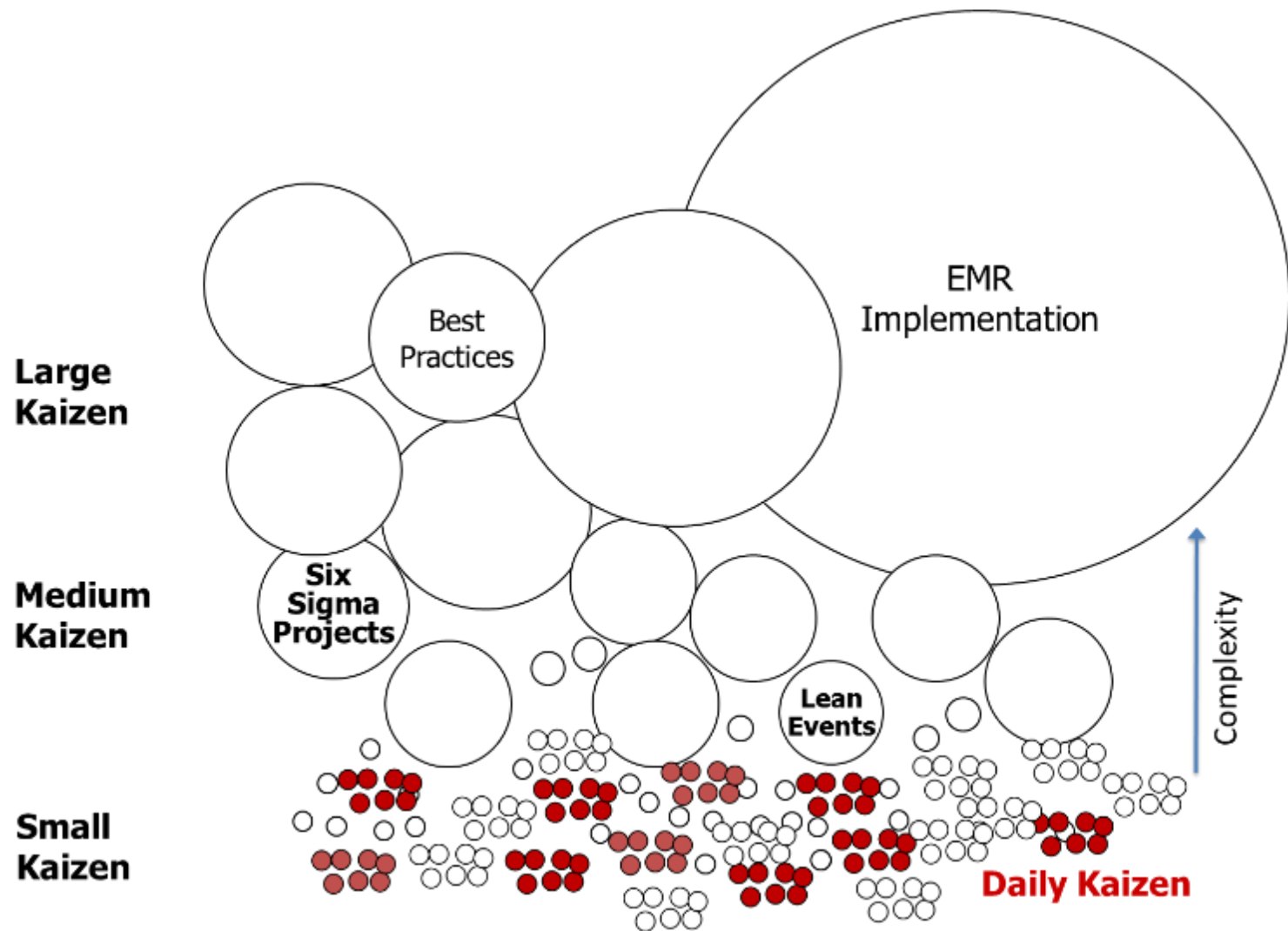
**Kaizens during 2013**

Toyota Factory – Nagoya 2014

# Kaizen works on 3 levels







The Toyota way : Liker and Meier

**2** Innovation by ~~chance~~  
Practice



# What is **INNOVATION**



“If you keep doing Kaizen, you will get innovation.”



“As you do Kaizen, you increase your chance of innovation, as you stumble into things. As you keep doing Kaizen, you also look for big jumps.”

Shuhei Iida, MD  
CEO  
Nerima General Hospital



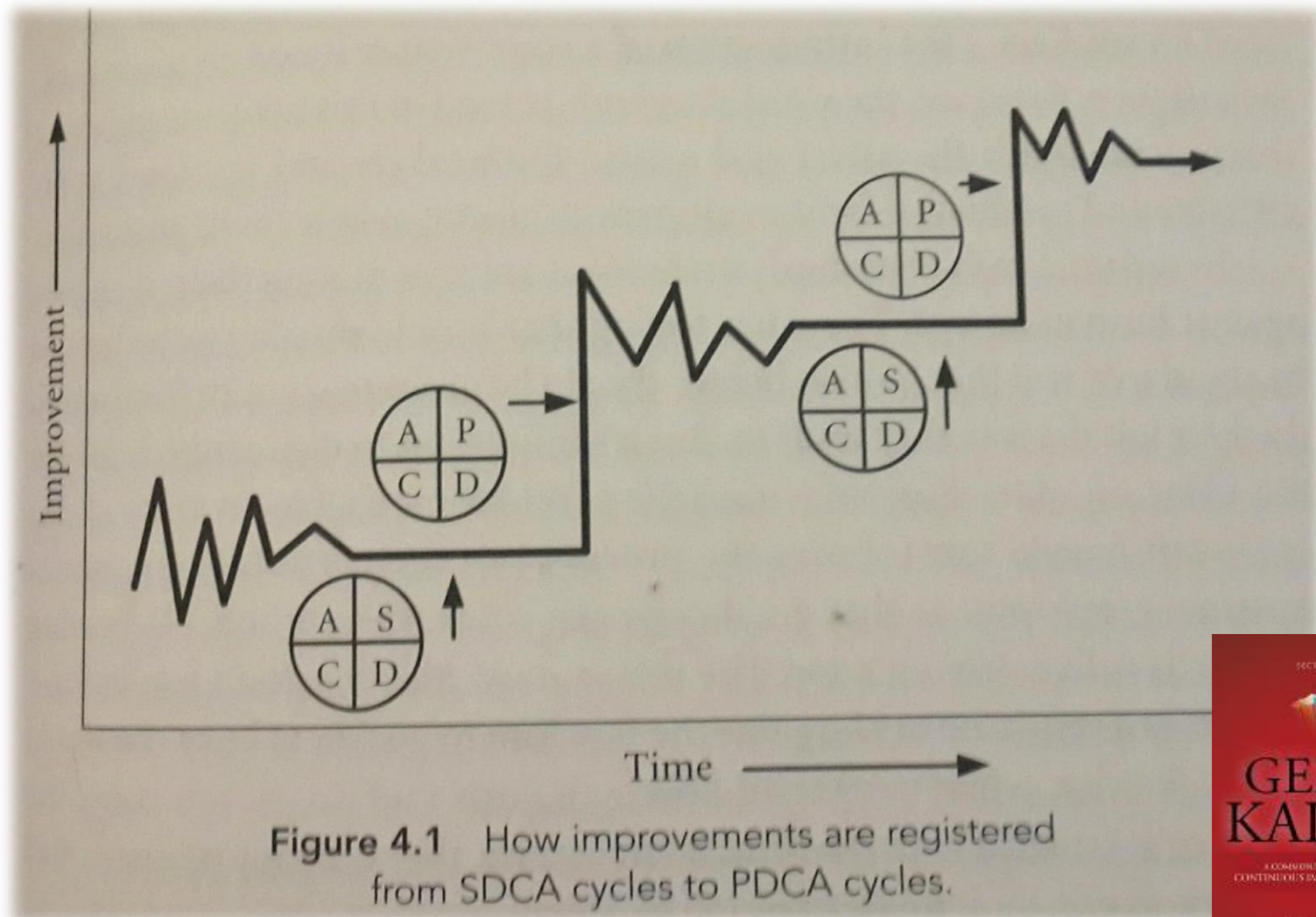
# GEMBA DETERIORATES



(\*) GEMBA is 'actual place' where value adding work is done



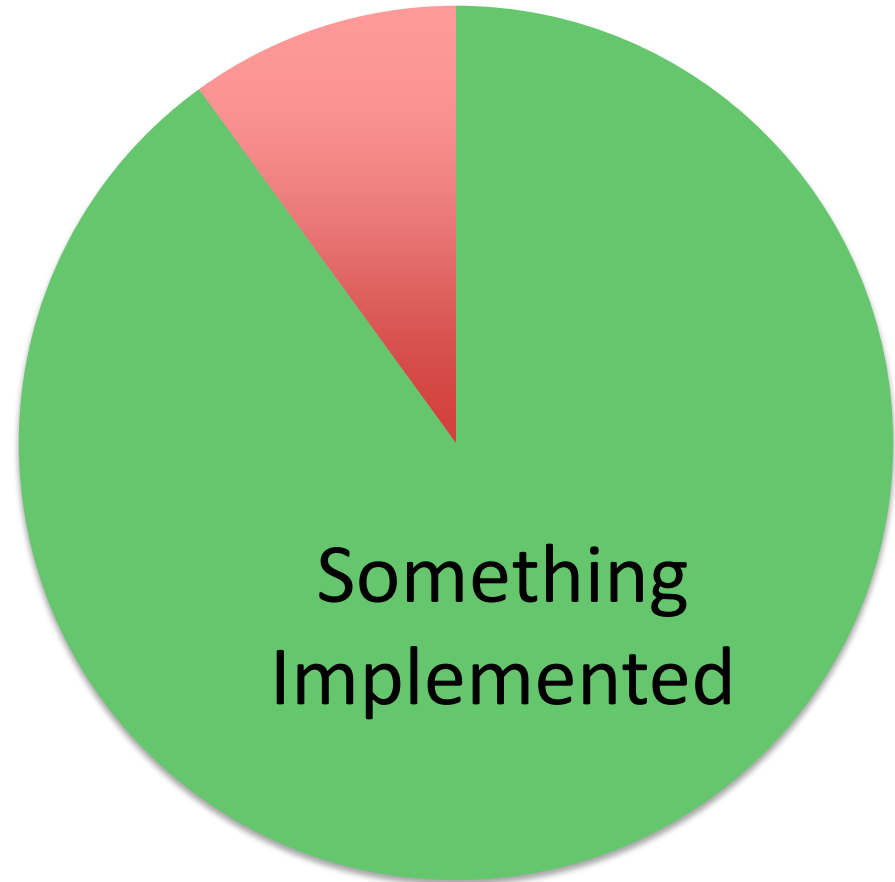
# Kaizen in PDCA and SDCA



# Toyota Benchmark

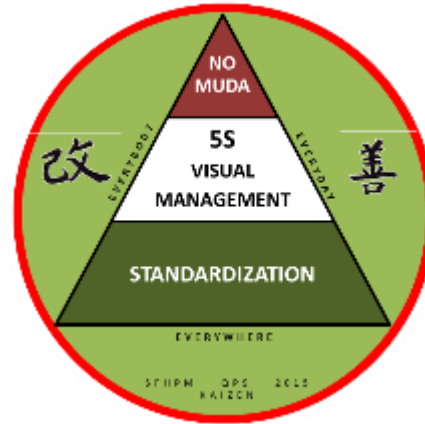
Nothing Implemented

90%





IMPLEMENTATION OF HEALTHCARE  
**K A I Z E N**



# IS KAIZEN TESTED?

# Case Studies

“But surely kaizen should be more attractive to health workers than the pursuit and punishment of bad apples. We know how difficult it is always to perform well, how much we depend on teams and back up, and how crucial it is to keep learning and trying new ways. A system that helps us in these endeavors must be better than one that waits until we perform badly and then punishes (or even retrain) us. Furthermore, quality is a banner that all are willing to rally round.”

BMJ. Oct 3, 1990; 301(6754): 679–680.



ASQ

The Global Voice of Quality™

*Making the Case for Quality*

October 2013

# Systematically Improving Operating Room Patient Flow

Through Value Stream Mapping and Kaizen Events

by Dennis Delisle





## Systematically Improving Operating Room Patient Flow Through Value Stream Mapping and Kaizen Events

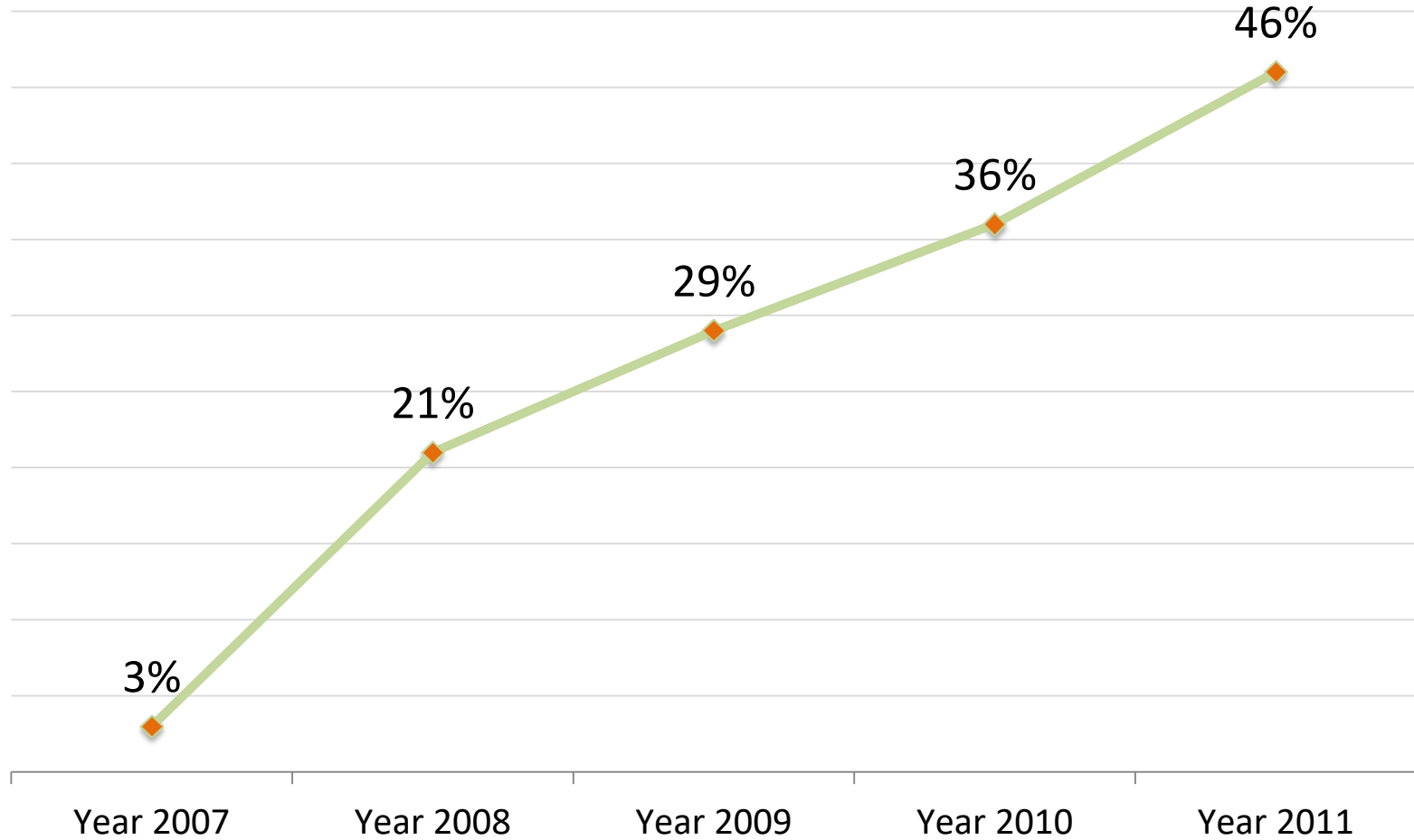
by Dennis Delisle

- Reduction in length of visit from 110 to 92 minutes,
- 36 % reduction in preoperative patient waiting,
- and an improvement of on-time first-case starts from 56 to 67 %.

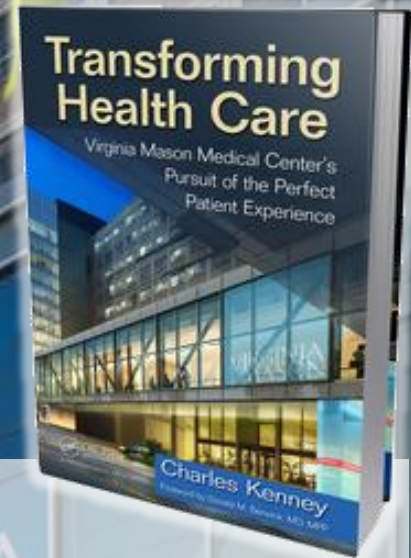


- 20,000 improvements since 2007
- 40% staff participation each year
- \$5 million in hard cost savings
- And better patient & staff safety, quality, patient satisfaction, waiting times



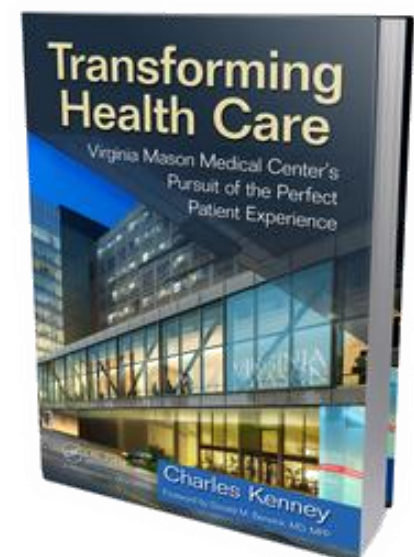
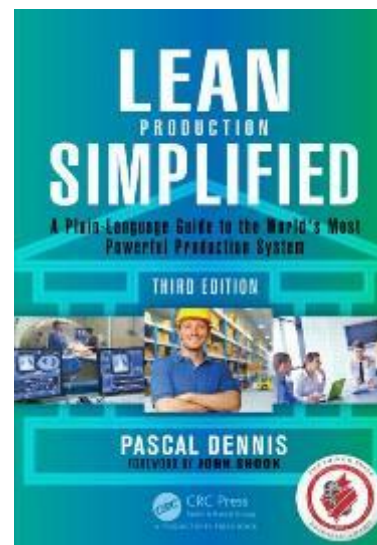
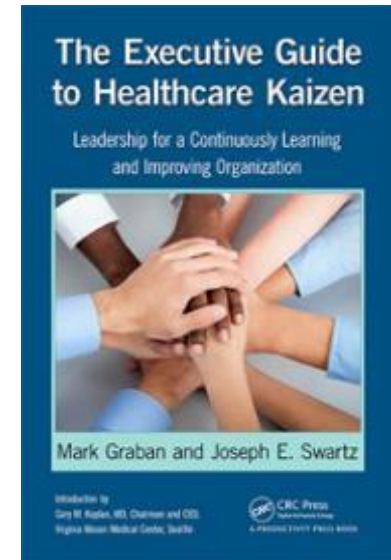
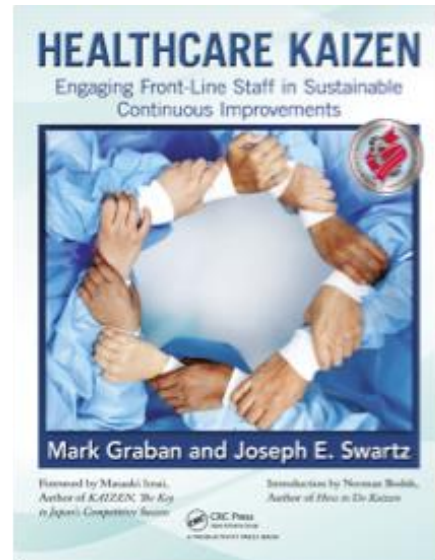
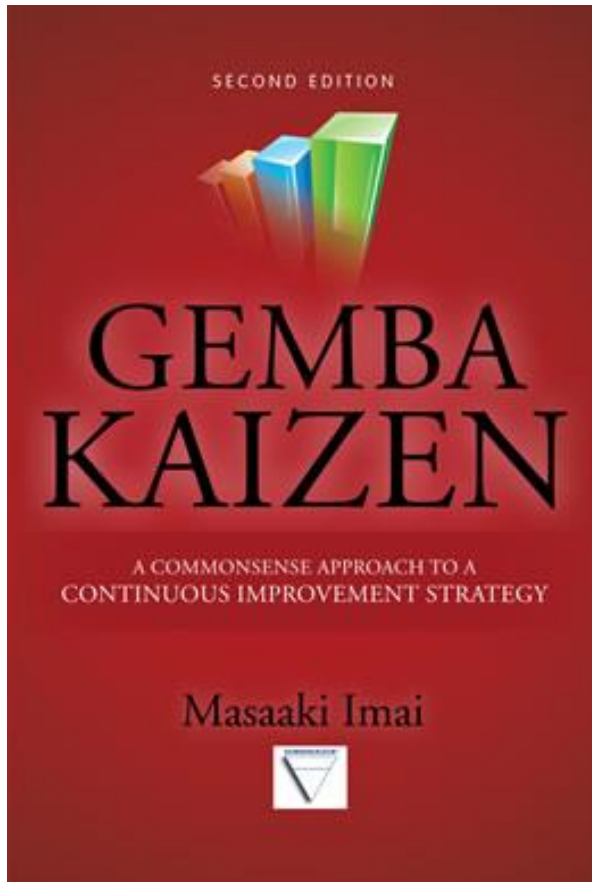






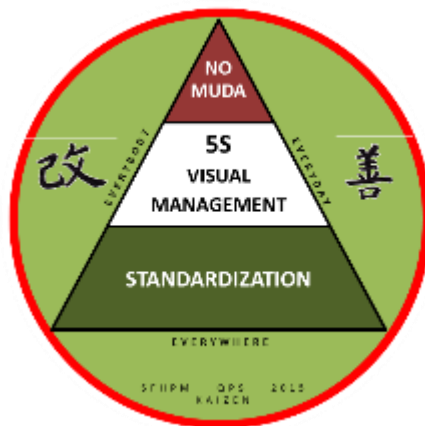
## Transforming Health Care Delivery

In 2002, Virginia Mason embarked on an ambitious, system-wide program to change the way it delivers health care and in the process improve patient safety and quality. It did so by adopting the basic tenets of the Toyota Production System (TPS), calling it the [Virginia Mason Production System](#), or VMPS.





# KAIZEN



# HOW



# IMPLEMENTED KAIZEN?

# Kaizen Tour 2014



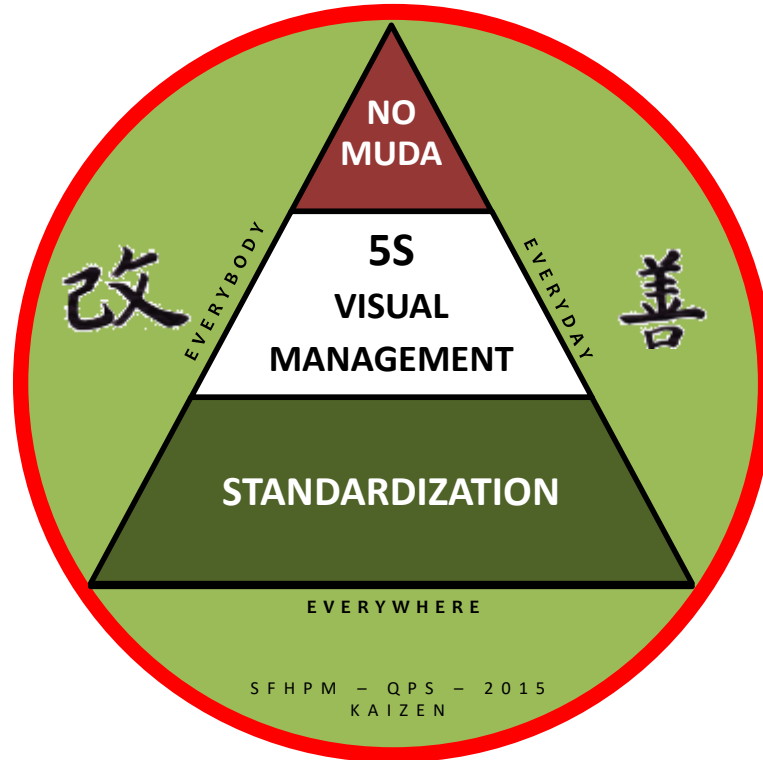
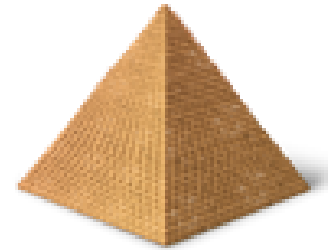
- Toyota Plant
- Sekigahara factory
- Ukouni Food Services
- Seki Chou Hospital

Nerima General Hospital

ASO Lizuka Hospital







# How to start KAIZEN ?



“Start from need.”

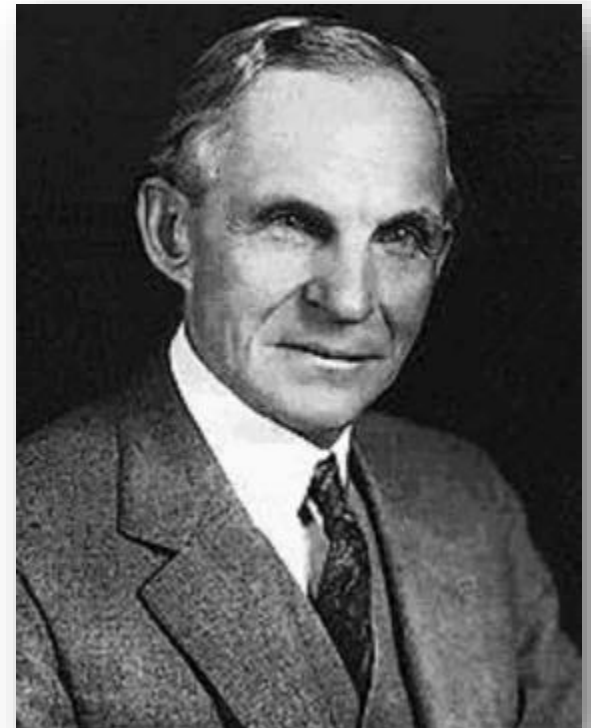
– Taiichi Ohno, Toyota  
*(1912-1990)*

## Start Small, and **bold**

“There are no big problems, there are just a lot of little problems.”

Henry Ford

- Make your job easier
- Save a few seconds
- Improve patient care or service
- Improve safety
- Reduce waiting



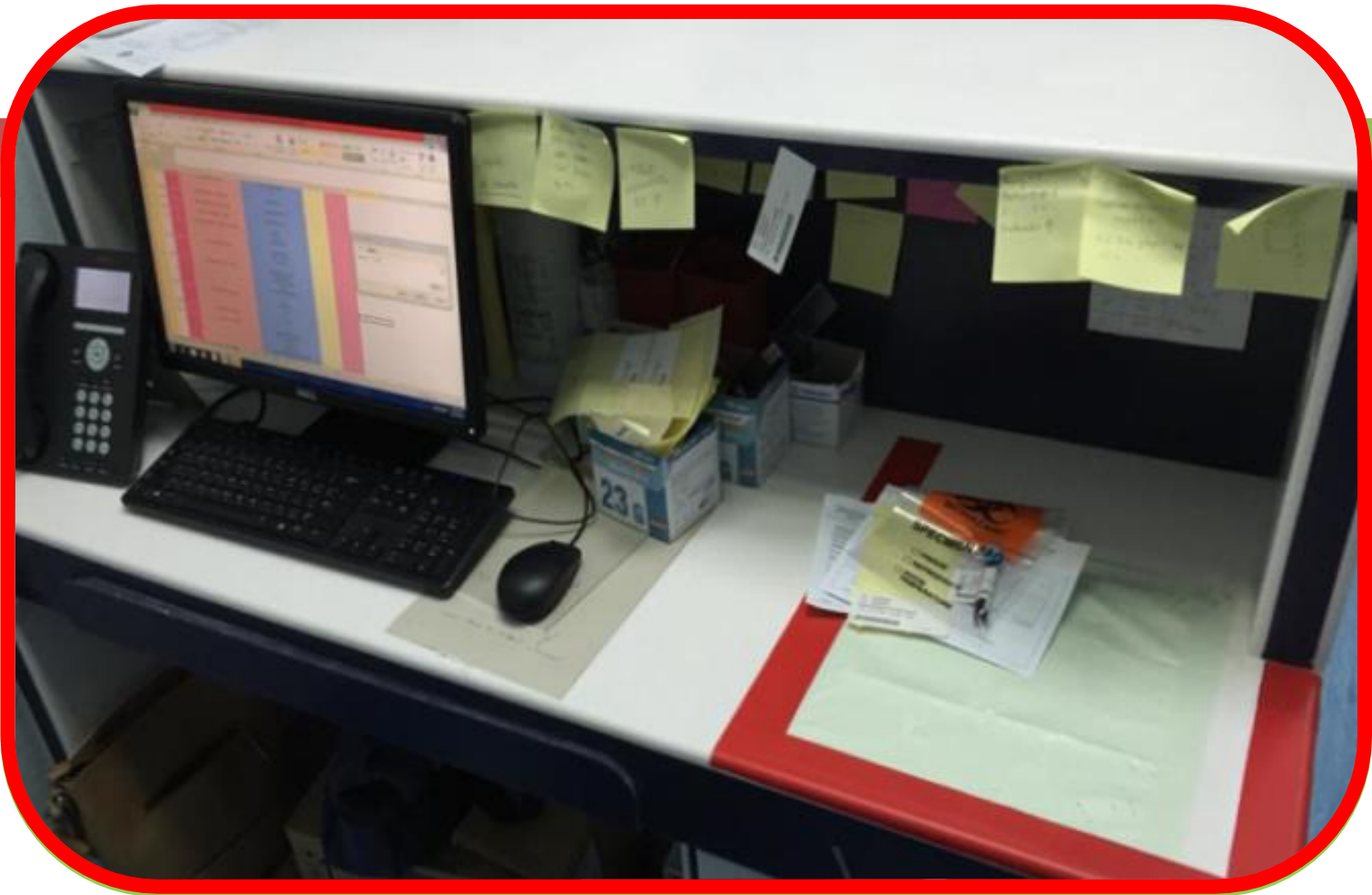




# Start from 5S

Phlebotomy area (LAB.)

**BEFORE**

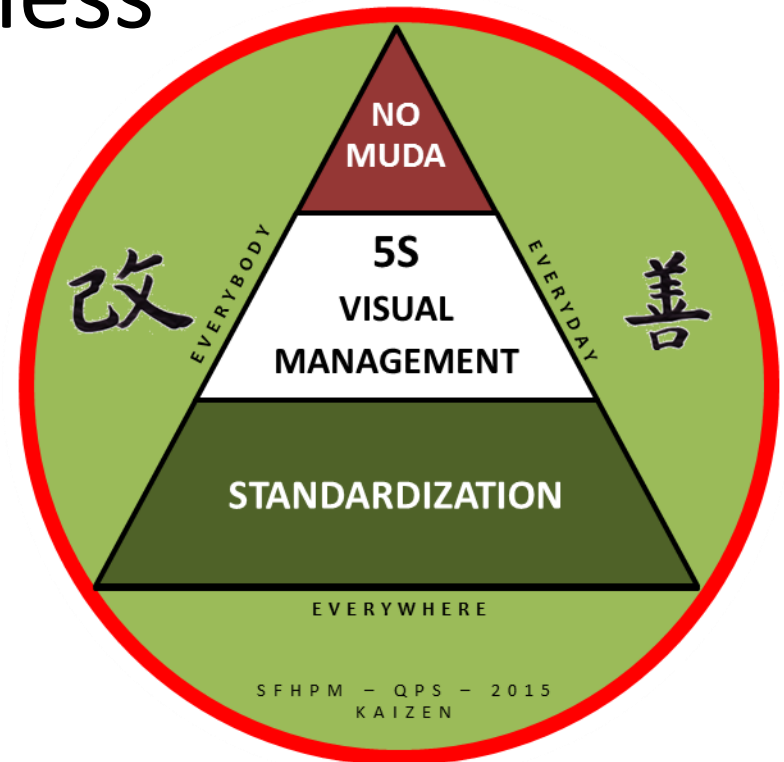


**AFTER**

to KAIZEN


- **A**ssessment/**A**wareness
- **B**oard
- **C**ard
- **D**o
- **E**ncourage

**Then** Integrate



### ICU KAIZEN Baseline Assessment Report

Tuesday, May 26<sup>th</sup>, 2015

| <b>DATE:</b>         | May 26th, 2015  |  |          |             |   |                                   |  |   |  |  |   |   |  |     |          |             |   |                           |                                |   |   |                               |   |                                       |   |
|----------------------|---|--|----------|-------------|---|-----------------------------------|--|---|--|--|---|---|--|-----|----------|-------------|---|---------------------------|--------------------------------|---|---|-------------------------------|---|---------------------------------------|---|
| <b>VENUE:</b>        | ICU Department  |  |          |             |   |                                   |  |   |  |  |   |   |  |     |          |             |   |                           |                                |   |   |                               |   |                                       |   |
| <b>PARTICIPANTS:</b> | Ms. Marjea - ICU Head Nurse   |  |          |             |   |                                   |  |   |  |  |   |   |  |     |          |             |   |                           |                                |   |   |                               |   |                                       |   |
| <b>AUDITED BY:</b>   | Dr. Nehla Ismail - Quality and Patient Safety Coordinator   |  |          |             |   |                                   |  |   |  |  |   |   |  |     |          |             |   |                           |                                |   |   |                               |   |                                       |   |
| <b>REPORT:</b>       | <p><b>1. Background Information:</b></p> <p>1.1 Based on adaptation of KAIZEN philosophy in SFHPM, the QPSD theme for 2015, the KAIZEN program has been launched and reactivated in all departments starting with base line assessment of KAIZEN activities in each department in order to fully implement all KAIZEN activities.</p>  <p><b>2. Kaizen Assessment:</b></p> <p>2.1 <u>Assessment of kaizen culture and knowledge:</u></p> <table border="1"> <thead> <tr> <th>SN.</th> <th>CRITERIA</th> <th>OBSERVATION</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>All the staff knows about Kaizen.</td> <td>Only the nursing staff has little informations about Kaizen.</td> </tr> <tr> <td>2</td> <td>All the staff is engaged in Kaizen activities.</td> <td> <ul style="list-style-type: none"> <li>Only the nursing staff is engaged.</li> <li>ER physicians and nurses are working in silos.</li> </ul> </td> </tr> <tr> <td>3</td> <td>The ideas are discussed in department regular meetings.</td> <td>The KAIZEN activities are not mentioned in the regular meetings.</td> </tr> </tbody> </table> <p style="text-align: right;"><b>SCORE</b><br/>2/9</p> <p>2.2 <u>Assessment of Kaizen resources:</u></p> <table border="1"> <thead> <tr> <th>SN.</th> <th>CRITERIA</th> <th>OBSERVATION</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Kaizen board is in place.</td> <td>Kaizen Board is not available.</td> </tr> <tr> <td>2</td> <td>The document control Idea card is used.</td> <td>Idea cards are not available.</td> </tr> <tr> <td>3</td> <td>Kaizen wall of fame board is in place</td> <td>Kaizen wall of fame board is not available.</td> </tr> </tbody> </table> <p style="text-align: right;"><b>SCORE</b><br/>0/9</p> | SN.  | CRITERIA | OBSERVATION | 1 | All the staff knows about Kaizen. | Only the nursing staff has little informations about Kaizen. | 2 | All the staff is engaged in Kaizen activities. | <ul style="list-style-type: none"> <li>Only the nursing staff is engaged.</li> <li>ER physicians and nurses are working in silos.</li> </ul> | 3 | The ideas are discussed in department regular meetings. | The KAIZEN activities are not mentioned in the regular meetings. | SN. | CRITERIA | OBSERVATION | 1 | Kaizen board is in place. | Kaizen Board is not available. | 2 | The document control Idea card is used. | Idea cards are not available. | 3 | Kaizen wall of fame board is in place | Kaizen wall of fame board is not available. |
| SN.                  | CRITERIA  | OBSERVATION  |          |             |   |                                   |  |   |  |  |   |   |  |     |          |             |   |                           |                                |   |   |                               |   |                                       |   |
| 1                    | All the staff knows about Kaizen.   | Only the nursing staff has little informations about Kaizen.   |          |             |   |                                   |  |   |  |  |   |   |  |     |          |             |   |                           |                                |   |   |                               |   |                                       |   |
| 2                    | All the staff is engaged in Kaizen activities.  | <ul style="list-style-type: none"> <li>Only the nursing staff is engaged.</li> <li>ER physicians and nurses are working in silos.</li> </ul> |          |             |   |                                   |  |   |  |  |   |   |  |     |          |             |   |                           |                                |   |   |                               |   |                                       |   |
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## Assessment of kaizen;

- Culture and knowledge
- Resources
- Process

# Mis-utilized Boards







# KAIZEN 改善



**I**mprovement  
**D**one by  
**E**veryone  
**A**nyWhere



 [kaizen@sfh.med.sa](mailto:kaizen@sfh.med.sa)

Quality and  
Patient Safety  
Department



Total Number of **TRAINEES**

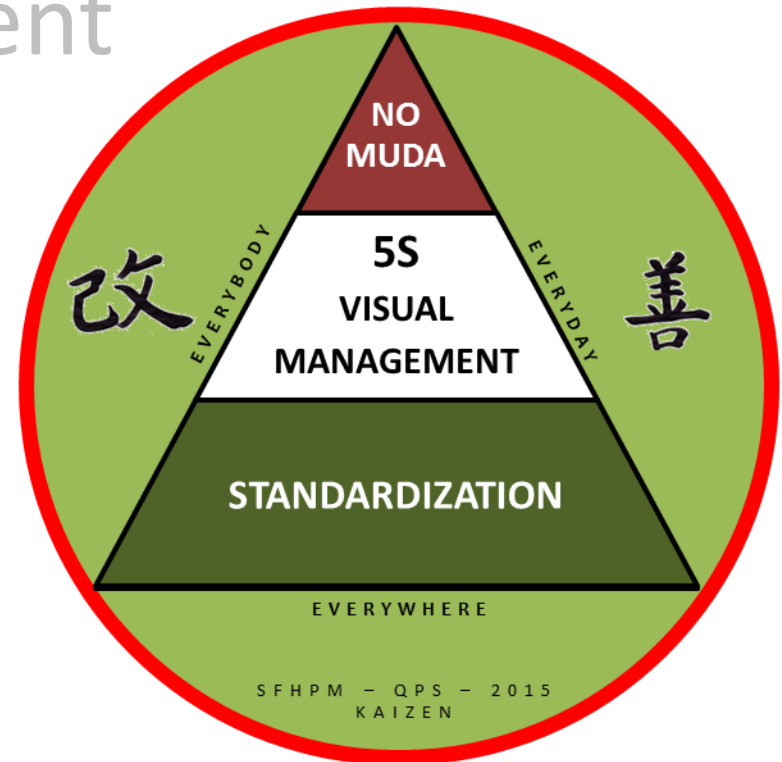
**384**

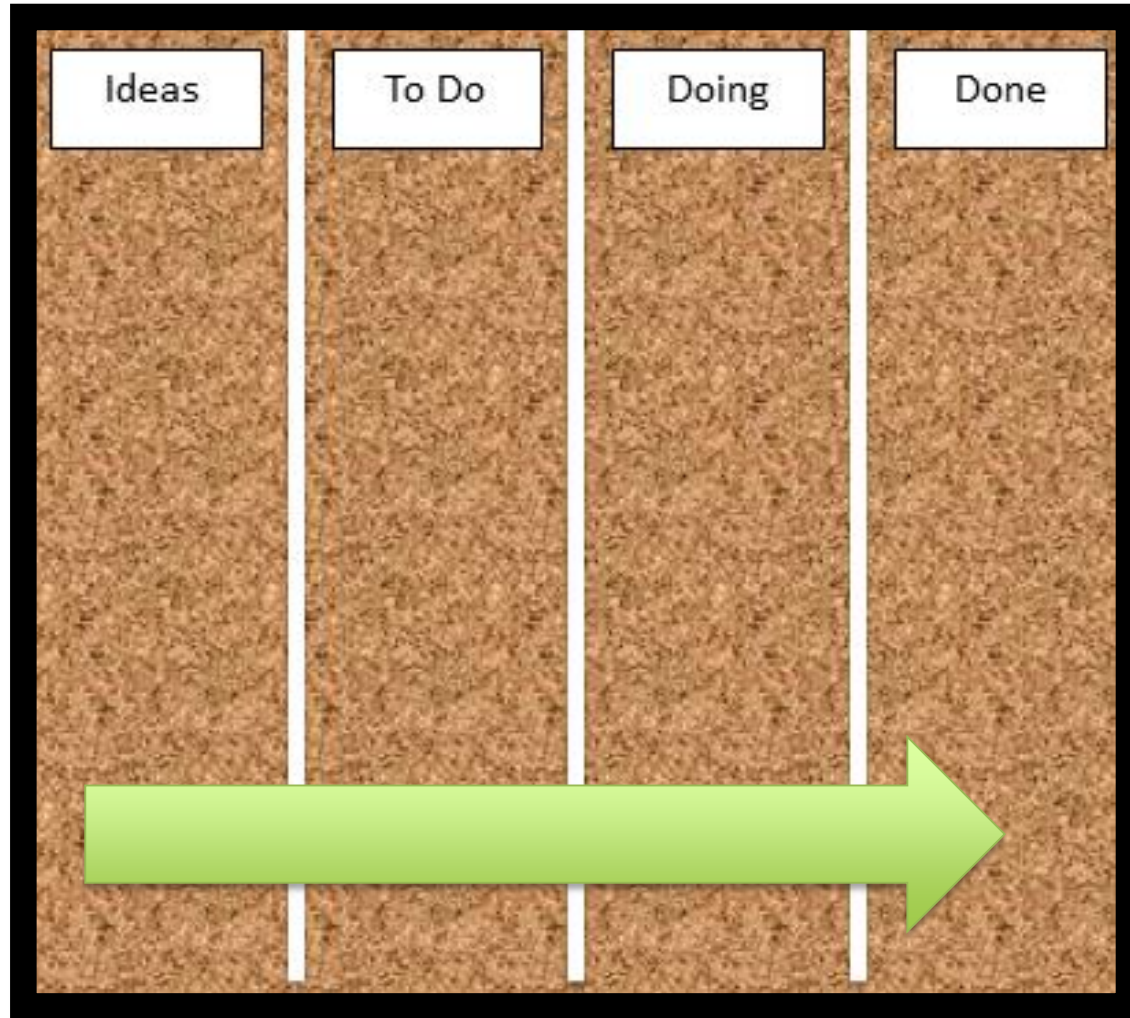
Out of 864 employees

**44%**

to KAIZEN

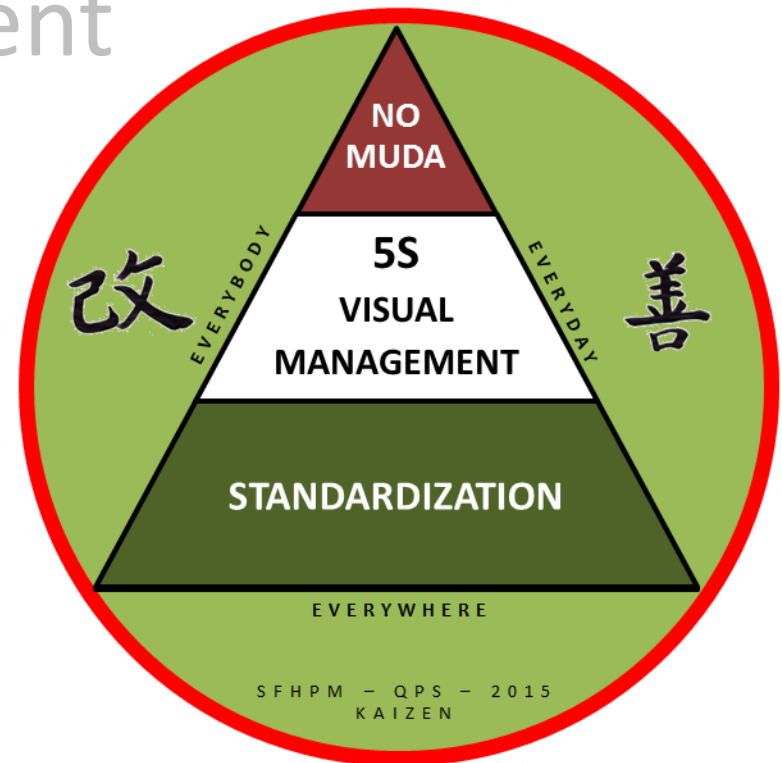
- Awareness/Assessment
- **B**oard
- **C**ard
- **D**o
- **E**ncourage






to KAIZEN

- Awareness/Assessment
- Board
- **C**ard
- **D**o
- **E**ncourage



IDEA CARD FORM



Kingdom of Saudi Arabia  
Ministry of Interior  
General Administration for Medical Service  
Security Forces Hospital Program - Makkah

---

**Problem:** .....

**Idea:** .....

**Idea:** .....

**Expected Benefits:** .....

**Originated by:** .....

**Date:** .....

**Input Needed from:** .....

**Implementation Steps:** .....

**Results Verified**

Yes  No

**NEW Method Standardized:**

Yes  No

**Completion Date:** .....

Problem: .....

Idea: .....

Idea: .....

Expected Benefits: .....

Originated by: .....

Date: .....

Input Needed from: .....





SUBMISSION DATE

KAIZENER NAME

IDEA

PROBLEM

EXPECTED BENEFITS

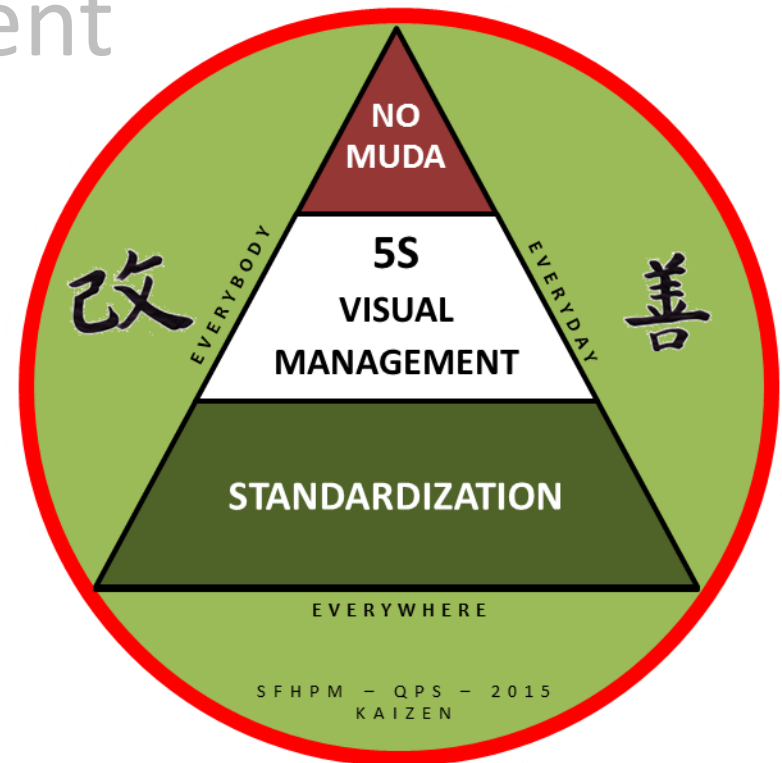
INPUT REQUIRED FROM

COMPLETION DATE

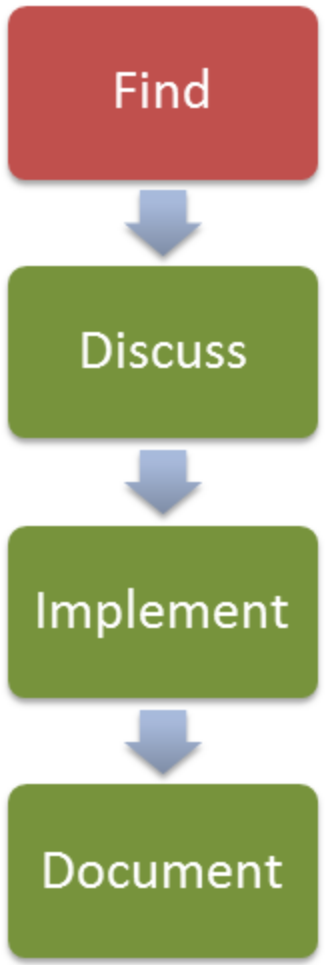
NOTES

to KAIZEN

- Awareness/Assessment
- Board
- Card
- **Do**
- **Encourage**



## ABCDE TO KAIZEN



## Board Champion Role

**S**EE - E

**S**upervise

**E**ngage

**E**ncourage

**E**mphasis on spirit



Quantity  
Then  
Quality

# Selfish Kaizens

and

# Kai Warui

# Bad change

“Treat each  
idea as a  
gift”

- Norman Bodek



# Give what seems a Failure a trail



Post-it  
notes was  
a failed  
trial



| I. KAIZENr Information       |                                     |
|------------------------------|-------------------------------------|
| Name: Hanan S. Alhilabi      | ID: M0928                           |
| Position: Clinical Dietitian | Department: Clinical Nutrition      |
| Extension Number: 9048       | Email: halhilabi@sfh.med.sa         |
| Date: 15-9-2015              | Location: Basement dietitian Office |

## II. Improvement IDEA Details

What was the problem(s) / the opportunity for improvement?

Young children are very difficult to make them ready to follow dietary instruction.

What is your IDEA for improvement?

To give advices by using funny ways and games ( to have a board with magnetic food items ( good and bad ones) and asked them to put good food items to good list and bad ones also).

In which stage is your IDEA?

Done "idea already implemented "  
 Generalized "the idea implemented in >one department"

Who are the Members of Implementation Team in each department?if the IDEA was generalized

| Department Name: | Team Member Name: | ID: |
|------------------|-------------------|-----|
|                  |                   |     |
|                  |                   |     |
|                  |                   |     |

What are the Benefits of your IDEA?

Improved Quality  
 Saved Time  
 Decreased Motion  
 Decreased Cost  
 Improved Safety  
 Other "please specify below"

Patients satisfaction, good response.

**Before Improvement**  
use a brief description or photo

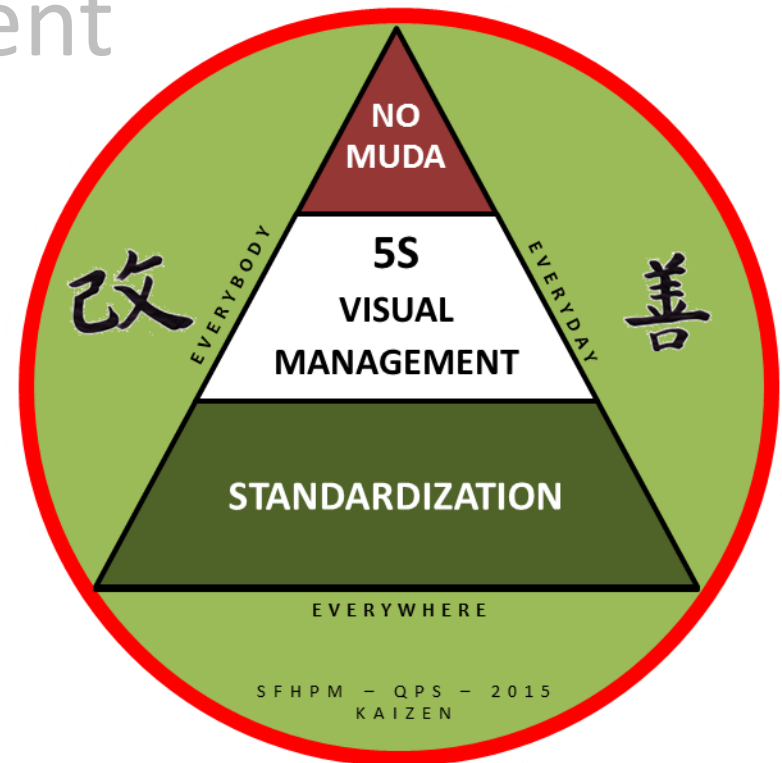
Always taking time in the clinic to advice younger children to follow dietary instructions, parents are refusing to keep coming in the clinic because they think that the child will not listen to them.

**After Improvement**  
use a brief description or photo



to KAIZEN

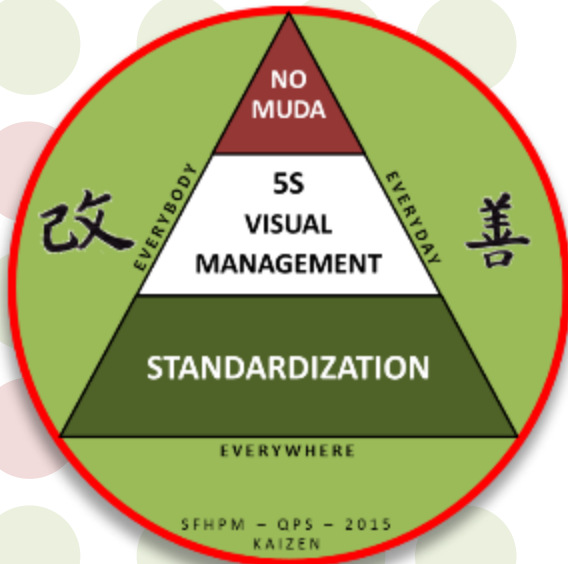
- Awareness/Assessment
- Board
- Card
- Do
- **E**ncourage



THANK  
YOU

**Thank you for your  
cooperation and  
commitment.**

**Your kaizen had  
been added to  
your account**



## KAIZEN Rewarding System

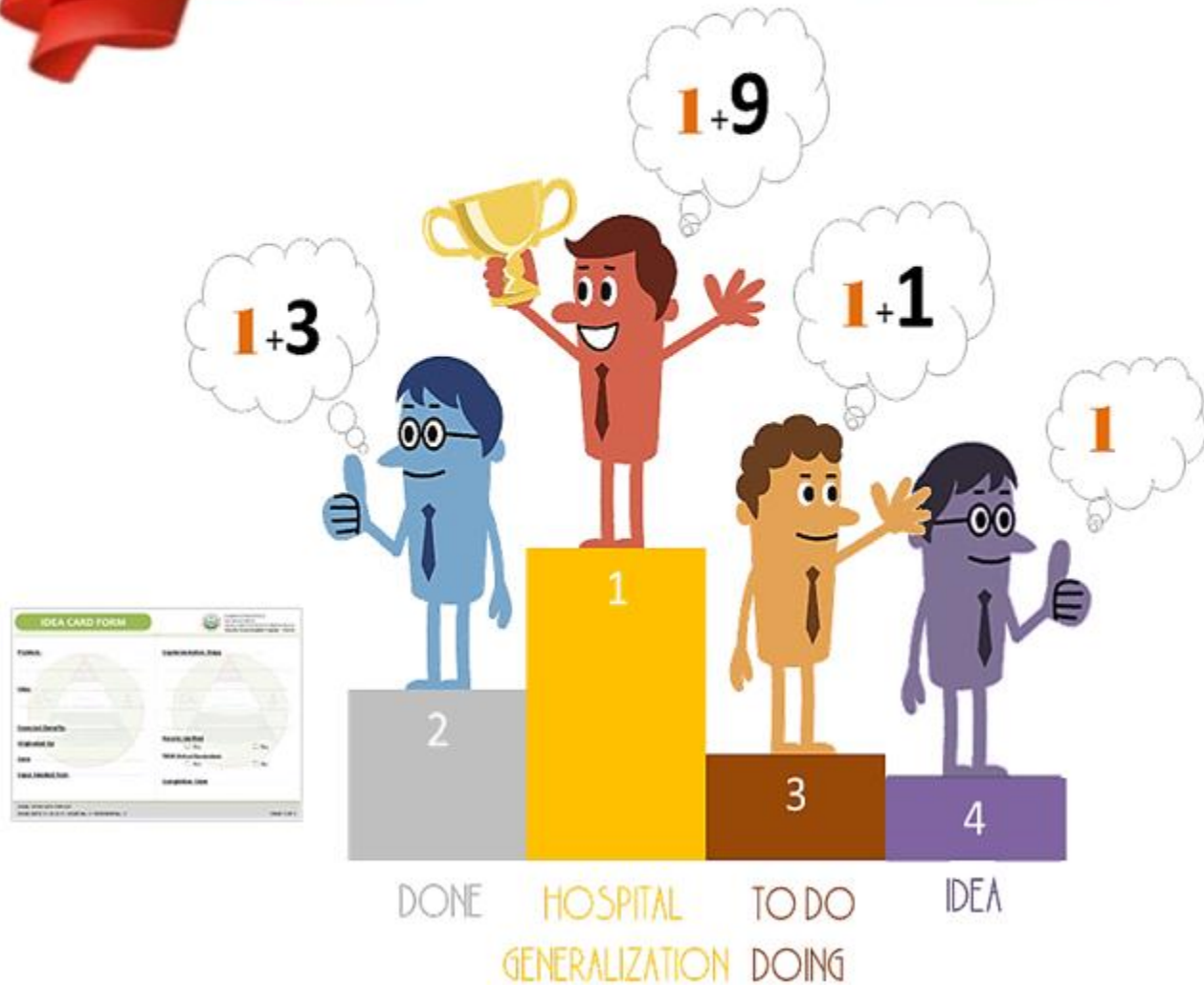
ABCDE TO KAIZEN



[Kaizen@sfh.med.sa](mailto:Kaizen@sfh.med.sa)



# Kaizener of the Month



IDEA CARD FORM

| FORM         | FORM         |
|--------------|--------------|
|              |              |
| Submitted by | Submitted by |
| Submitted on | Submitted on |
| Submitted to | Submitted to |



Quality and Patient Safety

1 # of 改善

2 改善: 

3 % of  改善

# **KAIZENER Department**

Manager  
Quality Officer





Will **Get**



+



# 2015 Kaizen Competition

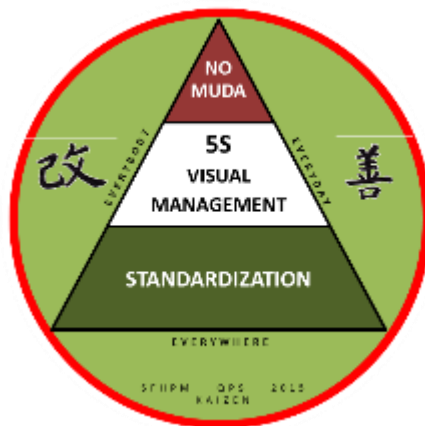




- Integration with strategy/policy and procedures
- Integration with HR system
- Kaizen Promotion Committee
- Maintain a healthy culture



# KAIZEN



# SFHPM KAIZENS







OFI

Missed test strips for some patients



KAIZEN

Add test strip to glucometer kit



OFI

Lack of needed supplies and forms in early commanding



KAIZEN

Ready to use Commander kit



**OFI**



**KAIZEN**

OFI

## Communication with illiterate patients

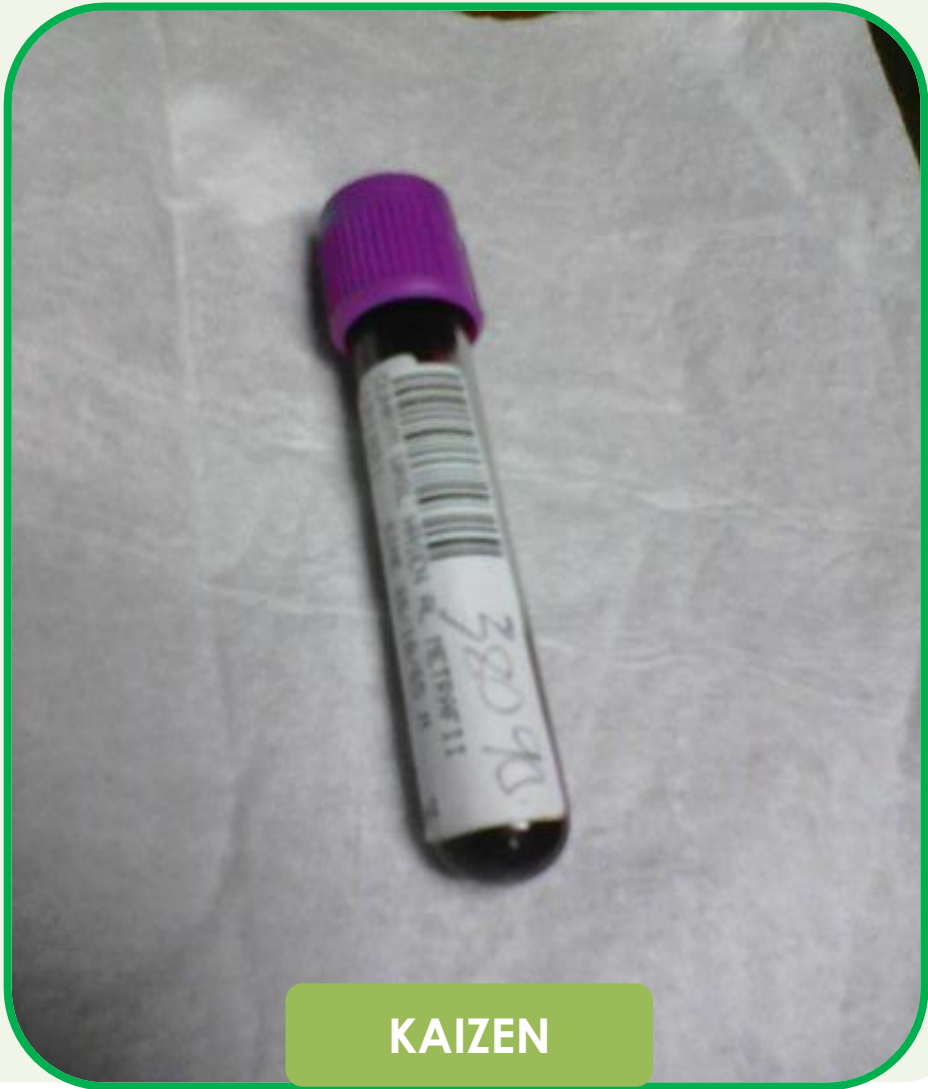


**KAIZEN**

Visual education Board



**OFI**



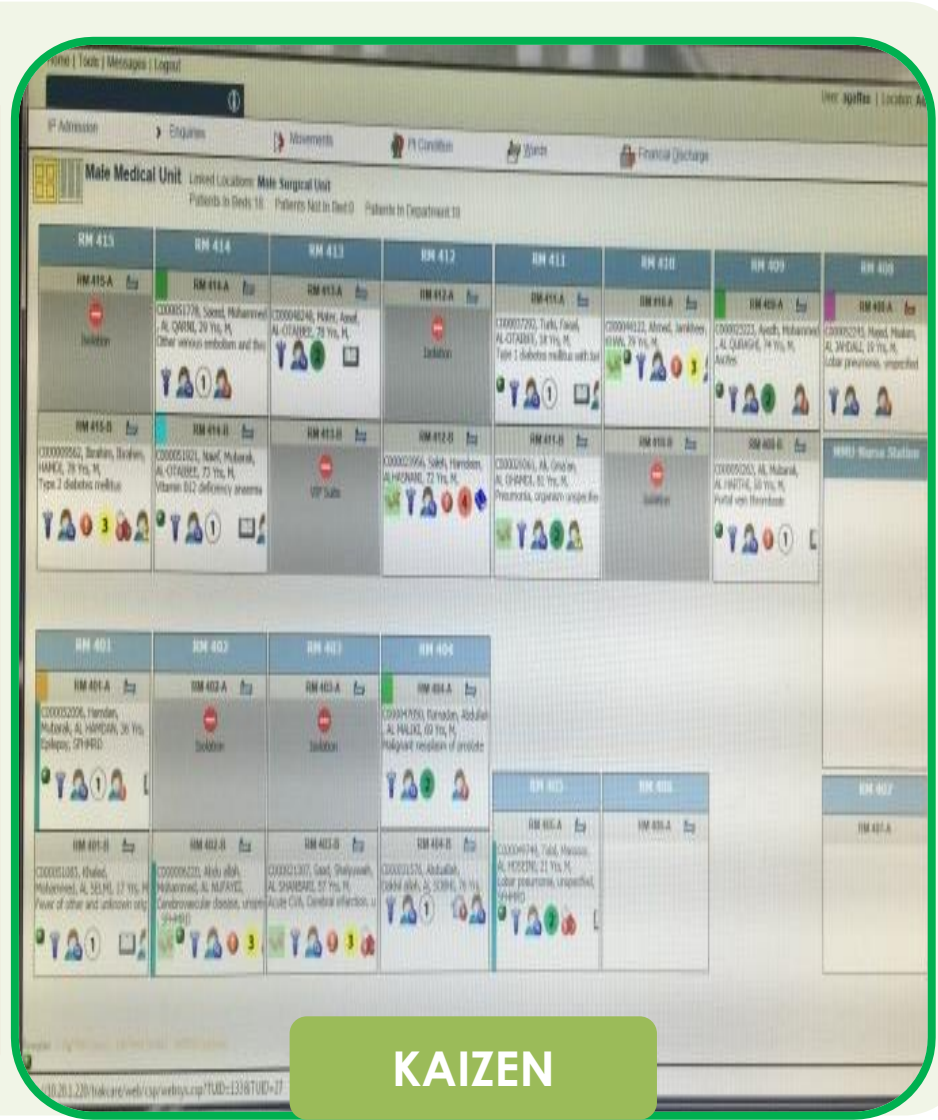
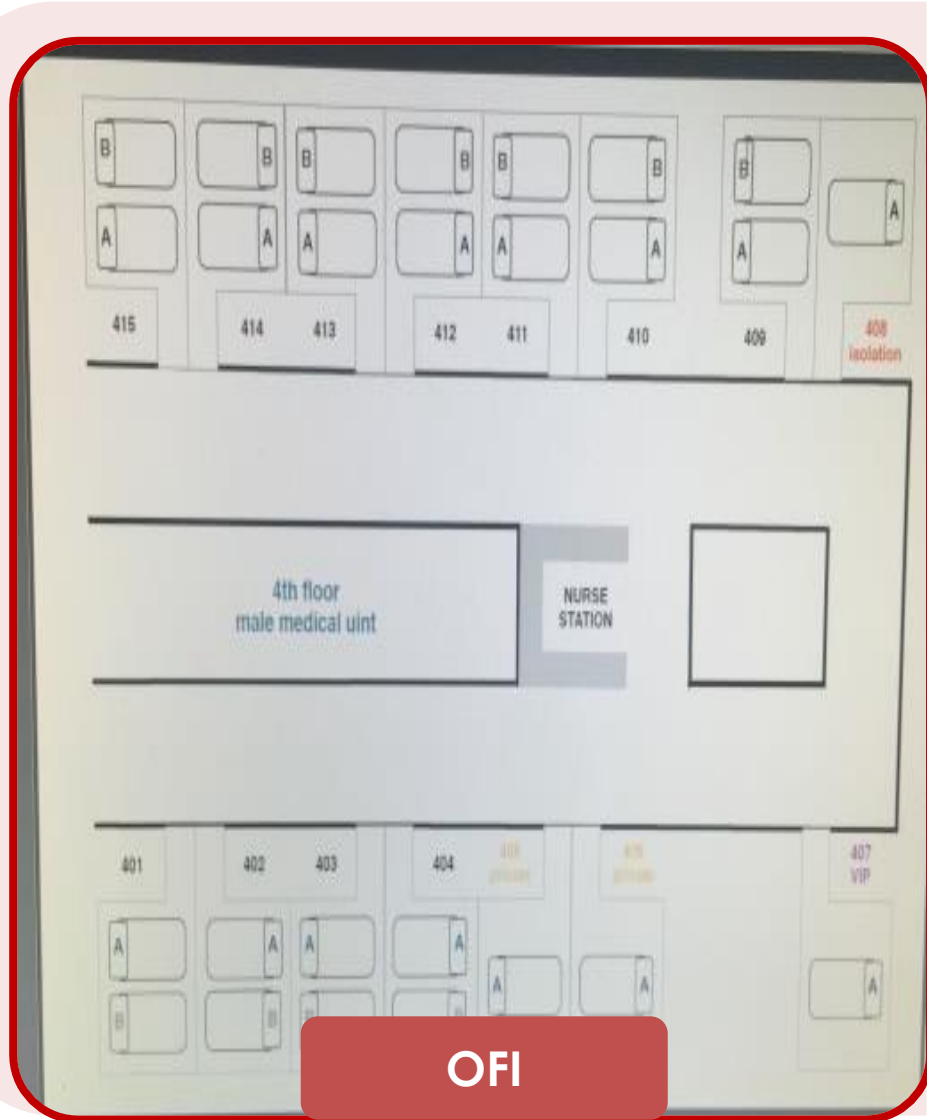
**KAIZEN**







## Mapping exact rooms & beds locations – added to HIS Patient Affairs – Admission Office



**OFl**

**No time to communicate for KAIZENS**

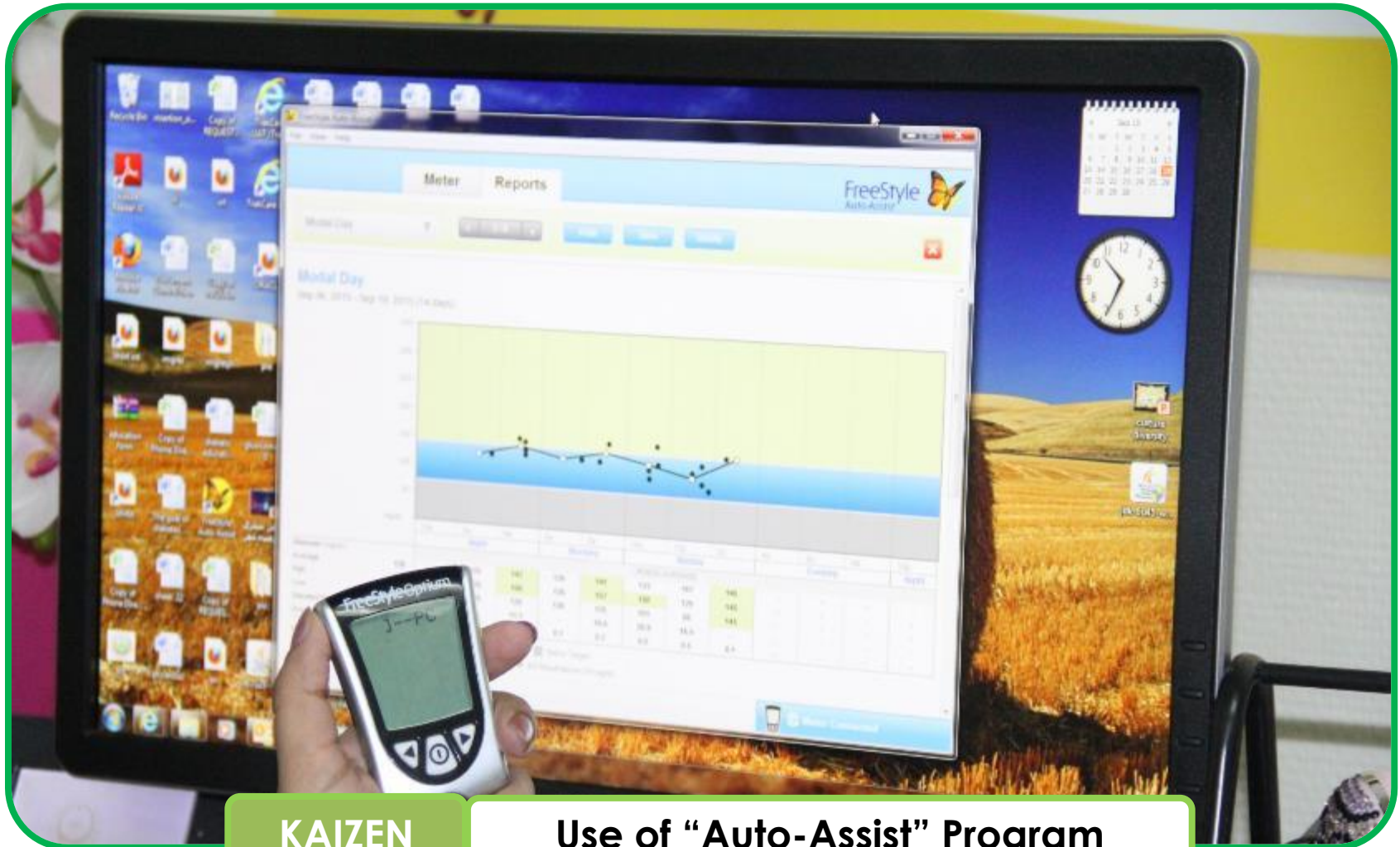


**KAIZEN**

**ER Kaizners Whatsapp group**

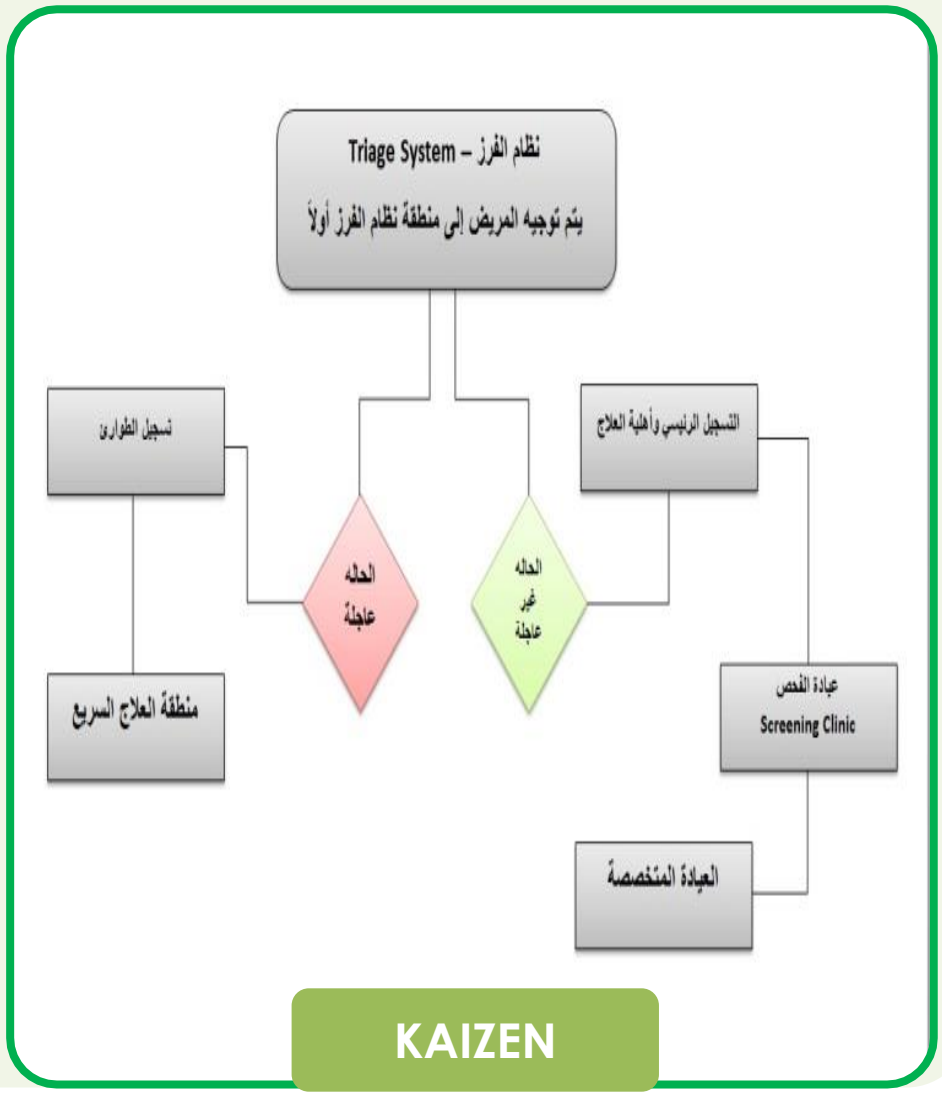
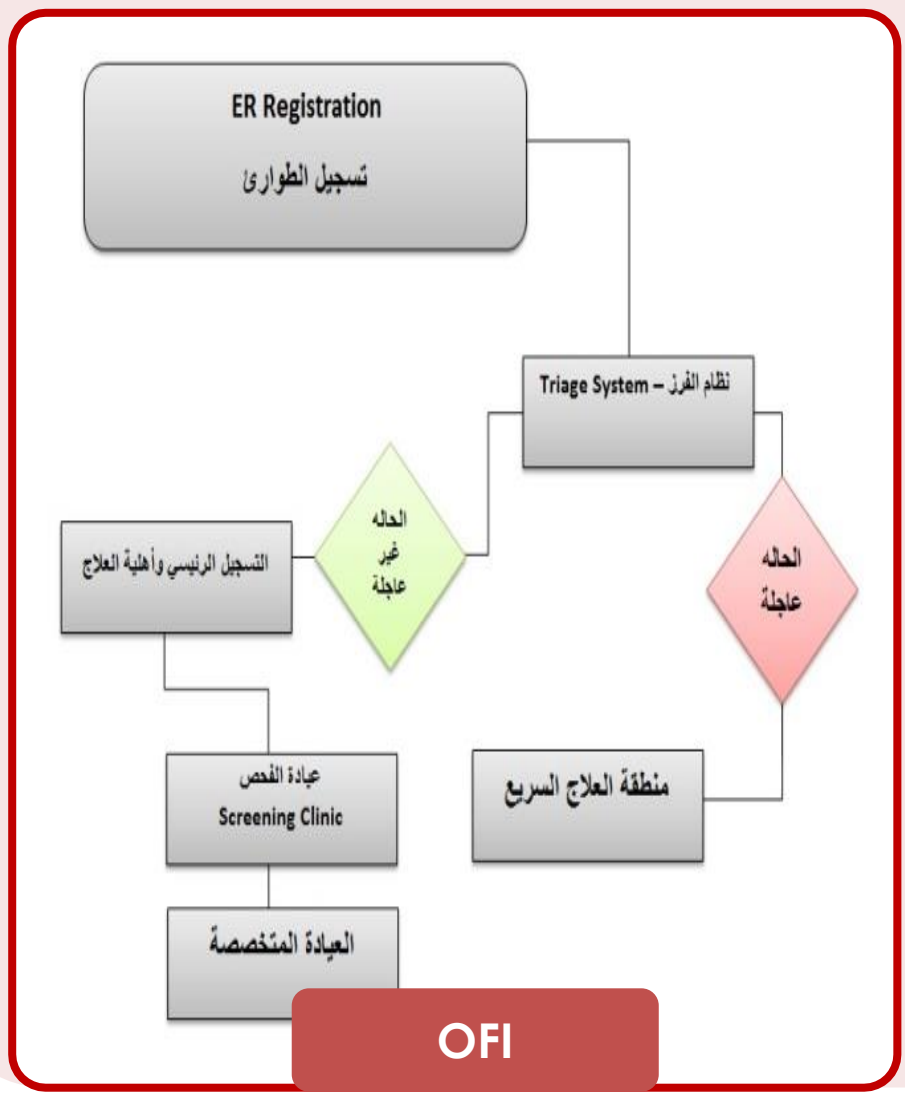
OFI

Diabetic educator can't track the patient glucose level



KAIZEN

Use of "Auto-Assist" Program





OFI

Patients don't understand insulin pin technique

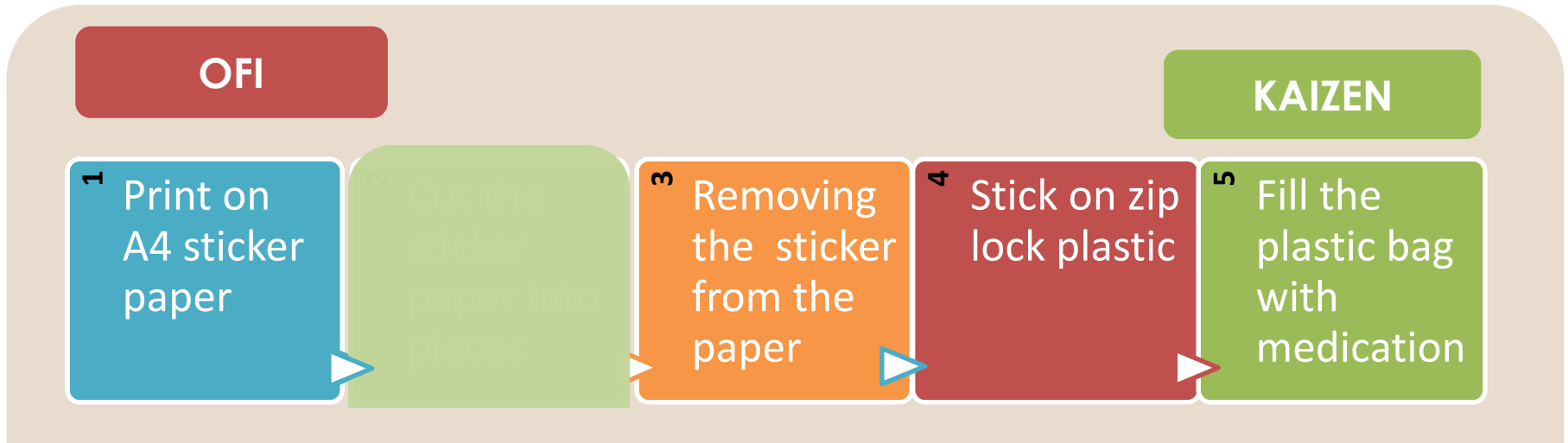


**KAIZEN**

Injection education sponge







Average time **18 – 20** m \ 1 paper

Average time **5.5 - 6.4** m \ 1 paper

OFI

Lack of crash Cart Standardization




KAIZEN

Standardized, Sealed



OFI

### Difficult Monitoring of Crash Carts

**CRASH CART MEDICATION EXPIRY REPORT WITHIN 3 MONTHS**



Kingdom of Saudi Arabia  
Ministry of Interior  
General Administration for Medical Service  
Security Forces Hospital Program

| Expiry Month   | Drug Name                                       | Expiry Date | Crash Cart Number | Location | Replaced Crash |
|----------------|---|-------------|-------------------|----------|----------------|
| September 2015 |   |             |                   |          |                |
|                | SODIUM BICARBONATE 8.4% INJECTION 50ML/ SYRINGE | 9/30/2015   | 15                | ER-3     |                |
|                | SODIUM BICARBONATE 8.4% INJECTION 50ML/ SYRINGE | 9/30/2015   | 20                | PICU     |                |
|                | SODIUM BICARBONATE 8.4% INJECTION 50ML/ SYRINGE | 9/30/2015   | 5                 | NICU-2   |                |
| October 2015   |   |             |                   |          |                |
|                | DOBUTAMINE HCL 250 MG/ 5 ML INJECTION           | 10/30/2015  | 28                | DSU-2    |                |
|                | DOBUTAMINE HCL 250 MG/ 5 ML INJECTION           | 10/30/2015  | 27                | OBS      |                |
|                | DOBUTAMINE HCL 250 MG/ 5 ML INJECTION           | 10/30/2015  | 29                | X-RAY    |                |
|                | DOBUTAMINE HCL 250 MG/ 5 ML INJECTION           | 10/30/2015  | 26                | OPD-1    |                |
|                | DOBUTAMINE HCL 250 MG/ 5 ML INJECTION           | 10/30/2015  | 24                | ER-1     |                |
|                | DOBUTAMINE HCL 250 MG/ 5 ML INJECTION           | 10/30/2015  | 25                | OPD-2    |                |

**KAIZEN**

Crash Cart Database



OFI

Monitoring of Nearly expired Medication - Crash Cart

**CRASH CART MEDICATION CHECKLIST FORM**

Crash Cart # 4

Location \_\_\_\_\_

Replaced Crash cart # \_\_\_\_\_

ADDRESSOGRAPH \_\_\_\_\_

Kingdom of Saudi Arabia  
Ministry of Interior  
General Administration for Medical Services  
Security Forces Hospital Program - Makkah

**Note: Dont Use After Friday, October 30, 2015**

| SN | DESCRIPTION   | Autho. stock | Exp. Date  | Batch #  | Checked By | Date     | Used Qty. |
|----|---|--------------|------------|----------|------------|----------|-----------|
| 1  | ADENOSINE 6 MG/2 ML INJECTION                           | 5            | 1/30/2017  | 14N0040  | SAMAHER    | 9/8/2015 |           |
| 2  | AMIODARONE 150 MG/ 3 ML INJECTION                       | 4            | 12/30/2015 | 4A004    | SAMAHER    | 9/8/2015 |           |
| 3  | ATROPINE SULPHATE 0.5 MG / 5 ML INJECTION IN SYRINGE    | 5            | 5/30/2016  | 42228DK  | SAMAHER    | 9/8/2015 |           |
| 4  | CALCIUM CHLORIDE 10% INJECTION IN SYRINGE 10ML          | 2            | 2/28/2016  | 39201DK  | SAMAHER    | 9/8/2015 |           |
| 5  | DEXTRROSE 50% INJECTION 50ML/VIAL                       | 2            | 5/25/2016  | 112032   | SAMAHER    | 9/8/2015 |           |
| 6  | DOBUTAMINE HCL 250 MG/ 5 ML INJECTION                   | 1            | 1/30/2016  | MA020JJ  | SAMAHER    | 9/8/2015 |           |
| 7  | DOPAMINE HCL 200 MG/ 5 ML INJECTION                     | 3            | 1/20/2016  | 16HA0124 | SAMAHER    | 9/8/2015 |           |
| 8  | EPINEPHRINE 1-10,000 (0.1MG/ML) INJECTION 10ML/ SYRINGE | 5            | 10/30/2015 | 38096DK  | SAMAHER    | 9/8/2015 |           |
| 9  | EPINEPHRINE 1-1000 (1MG/ML) INJECTION                   | 10           | 12/30/2015 | 14036043 | SAMAHER    | 9/8/2015 |           |
| 10 | HYDROCORTISONE SODIUM SUCCINATE 100 MG/2ML INJECTION    | 2            | 11/30/2015 | A10957   | SAMAHER    | 9/8/2015 |           |
| 11 | ISOPROTERENOL HCL 2 MG INJECTION                        | 2            |            |          | SAMAHER    | 9/8/2015 |           |
| 12 | LIDOCAINE HCL 2% (100MG/5ML) IN SYRINGE                 | 2            | 10/30/2015 | 35185EV  | SAMAHER    | 9/8/2015 |           |
| 13 | MAGNESIUM SULPHATE 50% (4MEQ/1ML) INJECTION 5ML/VIAL    | 2            | 2/28/2016  | 111535   | SAMAHER    | 9/8/2015 |           |
| 14 | NALOXONE HCL 0.4MG/ML INJECTION                         | 2            | 10/30/2015 | 8175     | SAMAHER    | 9/8/2015 |           |
| 15 | NOREPINEPHRINE TARTRATE 4 MG/4 ML INJECTION             | 4            | 3/30/2016  | 401453A  | SAMAHER    | 9/8/2015 |           |
| 16 | NORMAL SALINE 0.9 % INJECTION - 10 ML                   | 6            | 4/30/2017  | 114580   | SAMAHER    | 9/8/2015 |           |
| 17 | PROCAINAMIDE 100 MG / ML INJECTION                      | 2            | 10/30/2015 | 35410EV  | SAMAHER    | 9/8/2015 |           |
| 18 | SODIUM BICARBONATE 8.4% INJECTION 50ML/ SYRINGE         | 2            | 11/30/2016 | 48331DK  | SAMAHER    | 9/8/2015 |           |
| 19 | VASOPRESSIN 20IUTS/ML (S.C./I.M.)INJECTION 1ML/AMPOULE  | 2            | 5/30/2016  | 3003029  | SAMAHER    | 9/8/2015 |           |
| 20 | VERAPAMIL HCL 2.5 MG/ ML INJECTION                      | 2            | 12/30/2015 | 01A6926  | SAMAHER    | 9/8/2015 |           |

Reason for Opening:  CODE BLUE  EXPIRED MEDICATIONS  OTHERS:.....

|            | NAME | POSITION | SIGNATURE / DATE |
|------------|------|----------|------------------|
| OPENED BY  |      |          |                  |
| CHECKED BY |      |          |                  |

Sealing Number 1: 7764176

Sealing Number 2: 7764175

KAIZEN

Use of Color Code





# Document Vitalization

*Simplified Work is Investment in Good Performance*



Quality and  
Patient Safety  
Department

# Summery of Results

1 # of 改善

311

IDEAS

2 改善: 

92

Kaizeners

16%

3 % of  改善

50%





# SFHPM KAIZEN CHAMPION

## Departments



Absolute  
Number Of  
Ideas  
**141**

Nursing  
Department

Number of  
Completed  
Kaizens  
**27**

Laboratory  
and Blood  
Bank  
Department

Staff  
Participation  
Rate  
**100%**

Clinical  
Nutrition  
Department





# KAIZEN 改善



**I**mprovement  
**D**one by  
**E**veryone  
**A**nyWhere





2 من وجوه  
عامان

بمناسبة مرور  
عامان من العطاء



Quality and  
Patient Safety  
Department



**Kaizen competition  
FIRST PLACE WINNER  
PH. MAJED JAWEED  
receiving his award.**







2 من وقته  
عامان

بمناسبة مرور  
عامان من العطاء



Quality and  
Patient Safety  
Department



**Kaizen competition  
THIRD PLACE WINNER  
PH. SAIED JAWEED  
receiving his award.**





2 من وقته  
عامان

بمناسبة مرور  
عامان من العطاء



Quality and  
Patient Safety  
Department



**Kaizen competition  
GREATEST NUMBER OF  
KAIZENS WINNER  
NURSING DEPARTMENT  
receiving their award.**







2 من وقته  
عامان

بمناسبة مرور  
عامان من العطاء



Quality and  
Patient Safety  
Department



**Kaizen competition  
BRIGHTEST IDEA WINNER  
LABORATORY DEPARTMENT  
receiving their award.**



Lessons learned  
from

**KAIZEN** ?

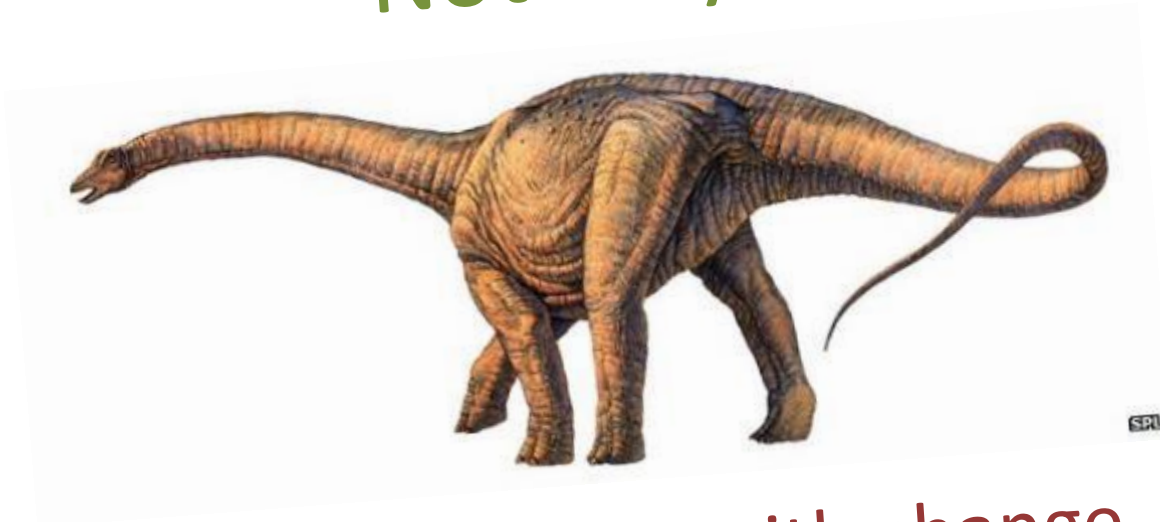
Lessons learned from **KAIZEN?**



**IMPROVEMENT IS AN  
ENDLESS JOURNEY**

Lessons learned from **KAIZEN?**

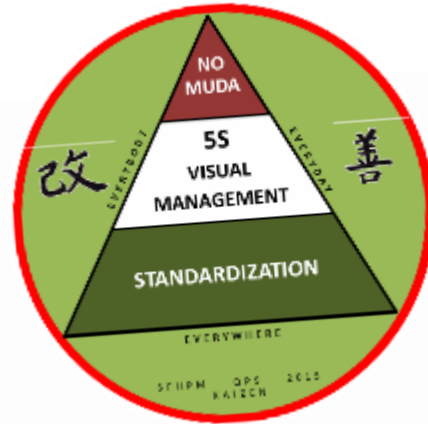
Not only



Did not cope with change

Remember **NOKIA**  
~~Connecting People~~  
Ignoring

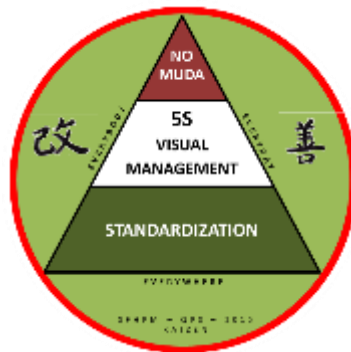
Lessons learned from **KAIZEN?**



simple

**Solutions for OFIs**  
that you may not noticed





# KAIZEN

INNOVATION BY PRACTICE

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