



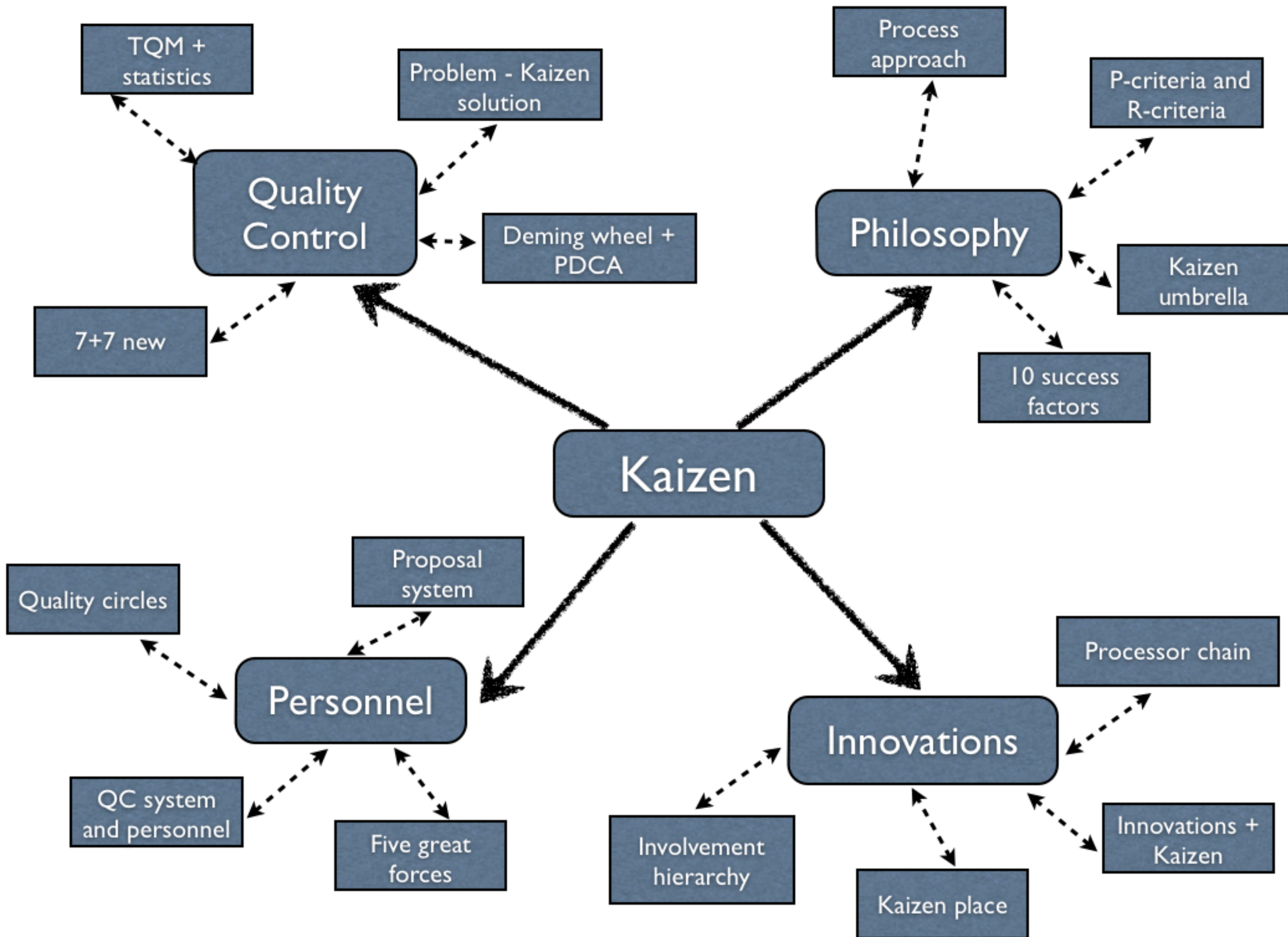
# **KAIZEN** AS A BASIS FOR QUALITY SYSTEM PERFORMANCE IN ORGANISATION

**Ekaterina Faerberg  
Alexander Kozhevnikov**



**KAI ZEN**

改善



# Kaizen implementation approaches



	Parallel	Integrated	Coordinated	Project
Core characteristics	improvements are implemented parallel and <b>separately from common activity</b>	improvements are <b>part of everyday activity</b>	<b>mix</b> of parallel and integrated approaches	improvements are viewed as <b>projects</b>
+	transfer of knowledge provided by cross-functional teams expert groups	high involvement of the staff High level of freedom Knowledge transfer	experts-driven cross-functional teams for temporary projects and self-managed changes as part of everyday job	limited time bounds, clear goals
-	limited involvement of staff	limited involvement of expert groups	transitional concept, underestimation of potential	risk of project priority being lowered, conflict with Kaizen philosophy

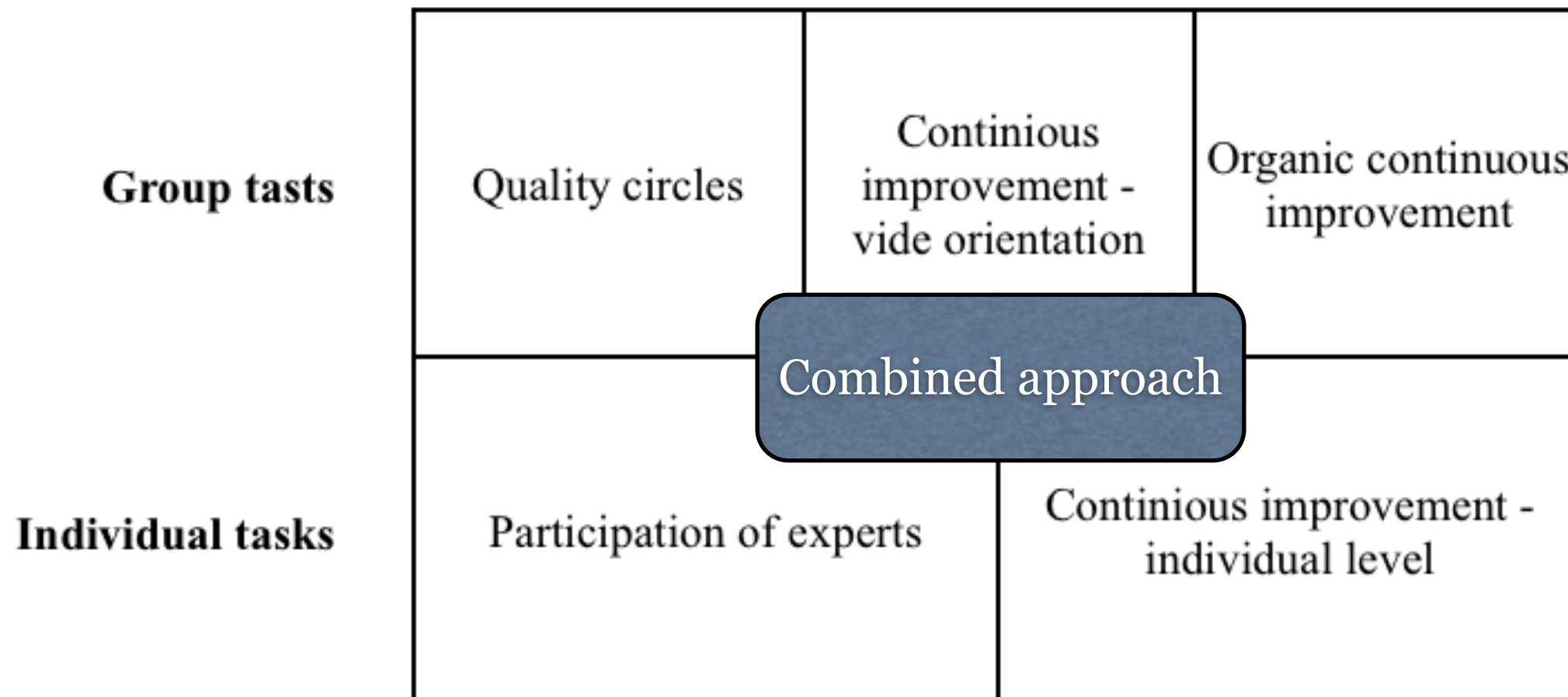
# Combined approach

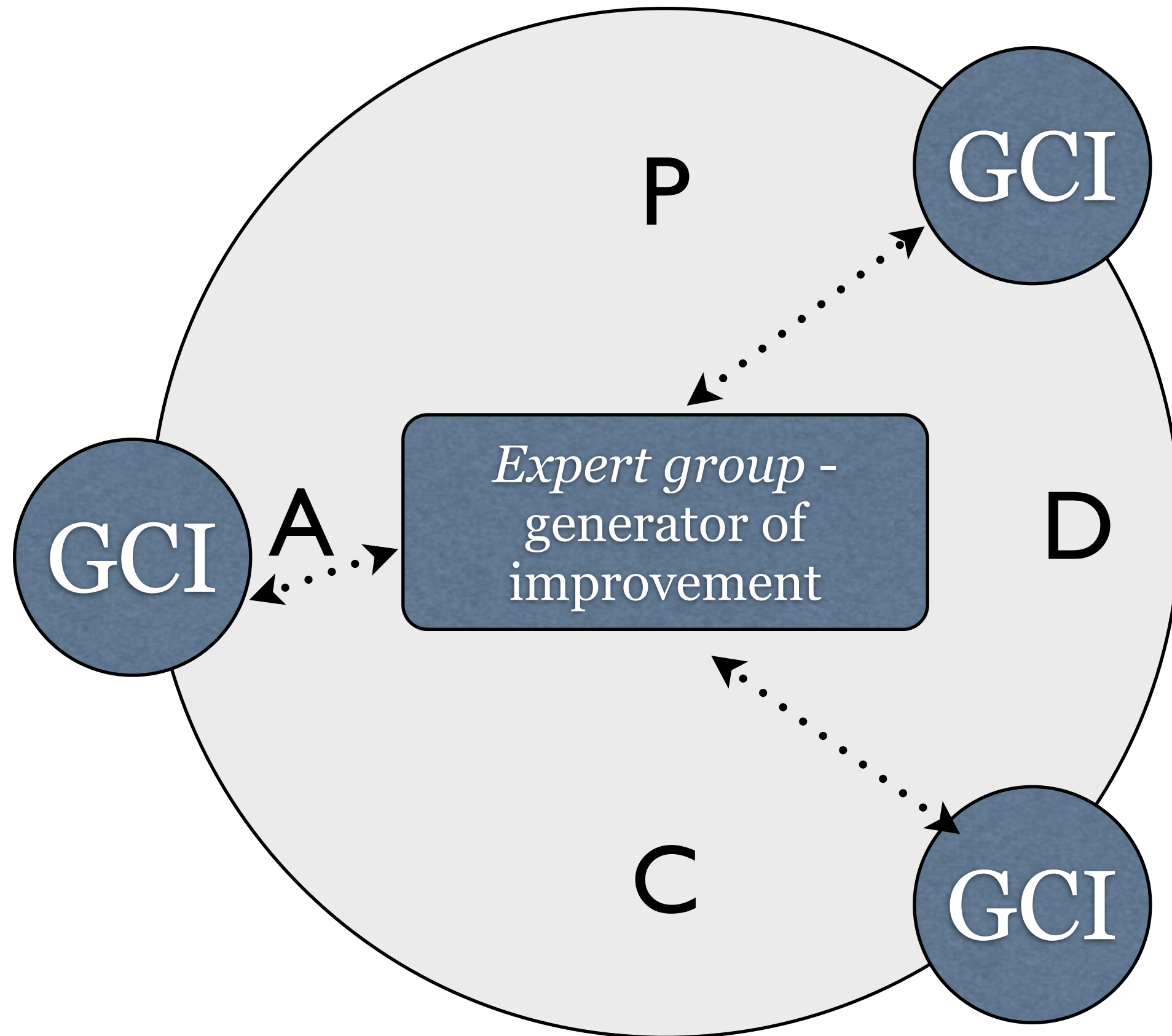
Expert groups -  
improvement generating  
team, cross-functional  
management

Groups of CI - classical  
Kaizen, improve processes  
of direct influence

**Parallel approach**

**Integrated approach**





GCI - Groups of continuous improvement



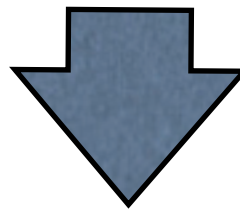
# Case study

Regional Russian IT company - **LLC «Instar Technology»**

Regional IT system integrator operating in Perm krai.

Analysis was conducted in several stages

- 1.Content analysis of basic strategic documents of the company;
- 2.General analysis of quality system in the company;
- 3.Several in-depth interviews;
- 4.Random questionnaire survey of functional division employees of the company



transition of quality system in organization into  
continuous improvement stage

# Case study



- Department managers: delegacy skills underdevelopment
- Department managers: can not solve complex problems quickly without engaging of higher level of management
- Innovation development is driven mainly on the board of management level
- Leadind experts of departments: conflict solving skills underdevelopment
- Inefficient intercommunication of departments



# Case study

Kaizen		Philosophy	Innovations	Personnel	Quality Control
Management		Seminars + training	Division of innovation and maintainance functions + training	Five forces of relations between an employee and organization	Seminars + training
Group	Experts	Seminars + training	Seminars + training	Seminars + training	Seminars + training
	CI	Explanation of Kaizen concept	«Classical Kaizen»	Proposal system	Creation of Continuous Improvement groups
Individual		Explanation of Kaizen concept			





**Thank You**  
for your attention!