

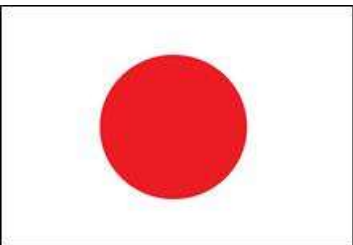


Africa KAIZEN Annual Conference 2018

Durban, South Africa
July 2, 2018



KAIZEN Experience in Cameroon



Presented by: EKWE Divine ESONG
CEO Ets PROMEB



- 1.Presentation of PROMEB**
- 2.Products of PROMEB**
- 3.KAIZEN Activities carried out at PROMEB**
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- 6.Observations**
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1. Presentation of PROMEB

Social reason	ETS PROMEB
Creation date	Mars 1990
Promoter	EKWE Divine ESONG CEO ETS PROMEB Tel: (237) 677 75 41 83 ekweesong@yahoo.fr
Number of permanent employees	8 full-time employees (two women), 2 apprentices, 6 trainees and 5 workers.
Adress	B.P: 14546 Yaoundé
Contact	(237) 242 01 55 07
E-mail	promebois@yahoo.fr
Web site	www.etspromeb.com

2. Products of PROMEB (1)

- Kitchen table, kitchen cupboard;
- beds;
- Dining rooms;
- Door;
- Office furniture;
-



2. Products of PROMEB (2)



3. Activities of KAIZEN carried out at PROMEB (1)

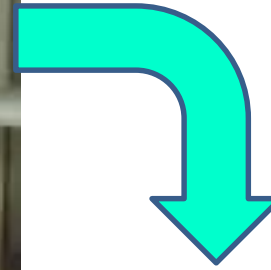
- ❖ Creation of a Quality committee: this committee sits every Friday from 4p.m to 5p.m and work on the following points which are:
 - Improvement in team spirit and positive attitude;
 - Improving in the quality of products;
 - Proposition of solutions
 - Elimination of different wastes forms;



3. Activities of KAIZEN carried out at PROMEB (2)



Workshop before KAIZEN



Advantages

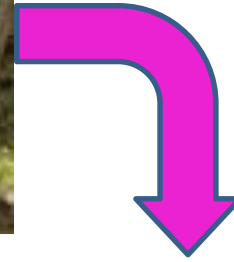
- ✓ Space saving
- ✓ Changing room
- ✓ Clean environment



3. Activities of KAIZEN carried out at PROMEB (3)



Stacking zone of the raw material before KAIZEN



Advantages

- ✓ Cost minimization
- ✓ Good visibility
- ✓ Good inventory management
- ✓ Space saving



3. Activities of KAIZEN carried out at PROMEB (4)



Fabrication of trolleys to facilitate the handling of semi-finished products

Advantages

- ✓ Time saving
- ✓ Easy handling
- ✓ Reduced risk of accidents



3. Activities of KAIZEN carried out at PROMEB (5)

Creation of KAIZEN Notice board



The availability of recycling bins, permit us reduce cleaning time in the workshop;



- ✓ Good information flow;
- ✓ Good movement of goods and people;
- ✓ Good visibility



3. Activities of KAIZEN carried out at PROMEB (6)

Suggestion box



Elaboration of job descriptions and production procedures;



3. Activities of KAIZEN carried out at PROMEB (7)



Fabrication of mobile nail boxes to facilitate movement and reduce waste of time and materials;



Creation of the seiton board to facilitate the use of the tools of work;



4. Visible impacts of KAIZEN at PROMEB (1)

- Increased staff productivity by almost 25% due to:
 - ✓ Better team spirit and positive attitude;
 - ✓ Strong involvement of staff;
 - ✓ Reduction of time wastage;
 - ✓ Favourable working conditions;
 - ✓ Better consideration of employee's opinions;
 - ✓ Increased sense of responsibility of the staff.
- Better visibility of the company

4. Visible impacts of KAIZEN at PROMEB (2)

- ❖ Better working interaction in company
- ❖ Improved product quality, greater customer satisfaction;
- ❖ Reduce delay in customer delivery around 70%;
- ❖ Increase of nearly 40% of orders and customers;
- ❖ Turnover increased sharply, 25 million CFA francs in 2016, 35 million in 2017 and in 2018 we expect to reach 60 million CFA francs.
- ❖ Recruitment of 5 new employees.

5. Difficulties and solutions proposed

Difficultiess

- keeping the flame of KAIZEN;
- Transmission of KAIZEN techniques and spirit to temporary staff;
- Measure the impact of KAIZEN;

Proposed solutions

- Creation of a KAIZEN Excellence Award to encourage KAIZEN best practices;
- Organization of internal training sessions;

6. Observations

- It was after the post-training follow-up that we really felt the impact of KAIZEN;
- The impact of KAIZEN on improving quality and productivity is very strong;
- KAIZEN approach is practical and participatory;
- colleagues who visit us are amazed and really want to receive KAIZEN training;
- The absence or inadequate knowledge of impact measurement techniques does not make it possible to highlight the results obtained;
- Lack of a business certification system does not make it easier for us to access commands of large companies.

7. Recommendations

- Continue to offer KAIZEN training to SMEs;
- Set up a KAIZEN certification system for SMEs;
- Put in place KAIZEN results measurement tools;
- Encourage multinationals and the state to give priority to companies with good KAIZEN practices.

THANK YOU MERCI BEAUCOUP

