

The Institute is improving the Sector's Performance by Giving Kaizen Operation System Training for Factories

By Bruk Wagaye

The word Kaizen is originated from Japan. “Kai” means change and “Zen” means better. Kaizen is directly translated to mean ‘change for better’. Kaizen takes the human power as a better change. The most effective way to achieve is for workers themselves to be highly motivated to improve production methods and products.

Since 2007 E.C Ethiopian leather industry development institute collaborated with Ethiopian kaizen institute have begun kaizen implementation on the leather sector to enhance product and productivity and to enhance quality of leather industries. However the implementation did not leads as expected, therefore; on 2010 budget year the Ethiopian leather industry development institute and Ethiopian kaizen institute have begun implementing kaizen system at Anbessa shoe, Addis Abeba tannery, Koteket trading and Entoto Bete Artesian. From those companies Anbessa shoe factory and Addis Ababa tannery have registered great accomplishment.

Anbessa shoe factory is the first modern shoe manufacturing company in Ethiopia. The company was established in 1935 E.C, it has been in the shoe business for over 80 years. Anbessa Shoe Share Company has 1540 employers in two factories. The company serves both the domestic and international market like USA, EU, Asia and Africa. This Exporters Company has gain a lot of advantage by implementing kaizen operation system.

Anbessa shoe factory tried to implement kaizen operation system since 2007 E.C but it did not work out well. The kaizen officer at Anbessa shoe factory Ato Teketel Zeleqe said “the factory began implementing kaizen system on 2010 E.C. The first stage kaizen implementation begun by giving training to factory workers and management staff collaborated with Ethiopian leather industry development institute and Ethiopian kaizen institute. In this time the shoe factory can accomplished the first stage implementation and also started the second stage implementation at the factory”.

Ato Teketel stated, “by implemented kaizen system five Ss’ and eight DNA in our factory “we have gain 3,420,000 birr, and also we are able to decreases complain of workers and increase employers work motivation, create safe work environment area, create standard work area and develop team working situation”.

Ato Teketel also acknowledged the shoe company management’s commitment and employer’s initiation. In addition the shoe factory has incentive mechanism for employers with good performance. The company’s kaizen officer also stated the limited time given for the kaizen development team meeting has become challenging for them.

Finally, the company's kaizen officer said "for the good performance of the first stage kaizen implementation the role of ELIDI (Ethiopian Leather Industry Development Institute) and EKI (Ethiopian Kaizen Institute) were great. For that the shoe factory has benefited, therefore; the factory wants more support from ELIDI to operationalize the second stage kaizen implementations with EKI.

Ethiopian Leather Industry Development Institute had a plan to give kaizen system training and to launch the system in nine leather company's during 2011 budget year, however; from those nine company's only five of them are performing the system.





