

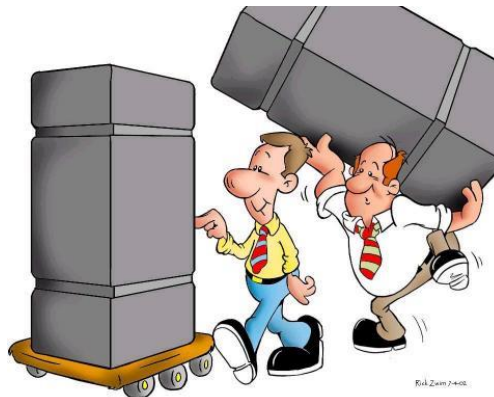
## 22 YEARS

Certech - 22 years of providing registration services in Canada and internationally. With a continued focus on customer satisfaction.

### FEATURED QUALITY TOOL – KAIZEN

#### What is Kaizen?

Kaizen Japanese meaning gradual, orderly, continuous improvement. Kaizen business strategies involve everyone in an organization working together to make improvements 'without significant capital investments'.



Kaizen is a culture of continuous improvement focusing on eliminating waste in all systems and processes within an organization. Kaizen begins and ends with people. With Kaizen an involved leadership guides people to continuously improve their ability to meet expectations of high quality, low cost, and on-time delivery.

#### Two Elements of Kaizen

There are two elements that make up Kaizen; improvement/change for the better and ongoing/continuity. Lacking one of these elements would not be considered Kaizen. For instance, the expression of "business as usual" contains the element of continuity without improvement. On the other hand, the expression of "breakthrough" contains the element of change or

improvement without continuity. Kaizen should contain both elements.

#### Maintenance, Innovation, and Kaizen

Three actions should happen simultaneously within any organizations: Maintenance, Innovation, and Kaizen. By maintenance, we refer to maintaining the current status, the procedures are set and the standards are implemented. People in the lower level of organization mostly do that, they maintain their standards.

By Innovation, we refer to breakthrough activities initiated by top management, buying new machines, new equipment, developing new markets, directing R&D, change of strategy etc.



In the middle there is Kaizen, small steps but continuing improvement. Kaizen should be implemented by the lower/middle management and the workers, with the encouragement and direction of the top. Top management responsibility is to cultivate a Kaizen working cultures within the organization.