

# “Lean Champions: 5S and Kaizen Competition”

*The way to get people to do the work is, by encouraging a competitive spirit. I don't mean in self-interested, profiteering sense, but as a desire to surpass others!*

Charles Schwab



*Stoyan Neshevski*

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# 1. Challenges

## Our observations during the last 10 years:

- **inconsistency** on the part of senior management in its support for Lean initiatives
- **Low** employee **commitment** and **lack of motivation to change**
- Lack of a well-built **strategy for the development** of the relevant production in the direction of improving the **company culture**, through Lean transformation
- insufficient **knowledge and skills** of employees to implement improvements with **lasting results**



The main idea is that the competition will contribute to the effective promotion of continuous improvement and employee engagement in each plant.

## 2. Participation

### All plants, who wish to participate, regardless of the size and type of industry:

- **5S** is applicable to any type of industry and is an excellent basis for Kaizen
  - Plants that are in the early stages receive training, implementation strategy and consulting
  - Advanced plants will be audited against a standard audit sheet and will receive guidance on how to maintain what has been achieved and gradually upgrade
- **Kaizen** – in each plant, a theme for improvement will be chosen. According to the theme, all participants will receive training and consultation on a methodology, which is carried out step by step. We have 50 different methodologies that cover every aspect of a company's performance as:
  - Machinery-related losses
  - Improving information and material flows
  - Development of new products and equipment
  - Improvement of business processes



**Lean has a beginning, but no end! Continuous improvements cannot end.**

# 3. Goals

- Promoting the implementation of the 5S and Kaizen principles
- Improvement of production processes and working environment
- Increase employee engagement and motivation
- Sharing good practices and experience between factories
- Organization of visits between factories that wish
- Continuous pursuit of continuous improvement
- Improving company culture



**Creating a unified Lean community, which helps and develops. The competition is just for extra motivation.**

## 4. Benefits for the participants

### The benefits will constantly increase. Here is some of them:

- Maintaining a constant interest in continuous improvements
- Regular exchange of experience between Lean professionals by organizing regular online and live meetings once a quarter
- Available consultancy service at regular intervals (once a month) throughout the year
- Recognition by international experts for achieved results
- A new worldview and development strategy through Lean and Six Sigma



**The continuous increase in benefits will come from solving each specific case in each production.**

## The rules of the game will be constantly evolving:

- The competition starts at the beginning of each year
- Factories that want to participate must register before the new year begins
- Consultants from Lean Bulgaria Ltd. visit each plant 1 day every month
- One zone per plant is selected per quarter, in which 5S and Kaizen will be implemented
- Every quarter, a temporary ranking of the plants is prepared. 2 criteria are evaluated – 5S and Kaizen
- Ten of the plants with the best results in a year are ranked at an annual evaluation
- At the end of each year, the 10 best plants present their achievements at an Annual Ceremony in front of representatives of all other plants
- The winner is determined at the Annual Ceremony after voting by all attendees and evaluating by a jury with extensive international experience in Lean.
- New plants can sign up for participation in the competition after the start of the relevant year, but will be evaluated the following year

**The rules for the competition can be changed once a year, after voting by all participants during the Annual Ceremony.**

# 6. Awards for the winners

## Prizes for 1st place

- Specially made cup for "Lean Champions: 5S and Kaizen competition " with the name of the plant
- Removal of the monthly fee for a period of one year
- Cash prize of 10% of the annual fees of all plants

## Prizes for 2nd place

- Specially made cup for "Lean Champions: 5S and Kaizen competition " with the name of the plant
- Reduction of the monthly fee by 50% for a period of one year

## Prizes for 3rd place

- Specially made cup for "Lean Champions: 5S and Kaizen competition " with the name of the plant
- Reduction of the monthly fee by 25% for a period of one year

All participants can receive an International Certificate "Certified Lean Practitioner" from ILSSI (International Lean Six Sigma Institute) after successfully passing an exam.



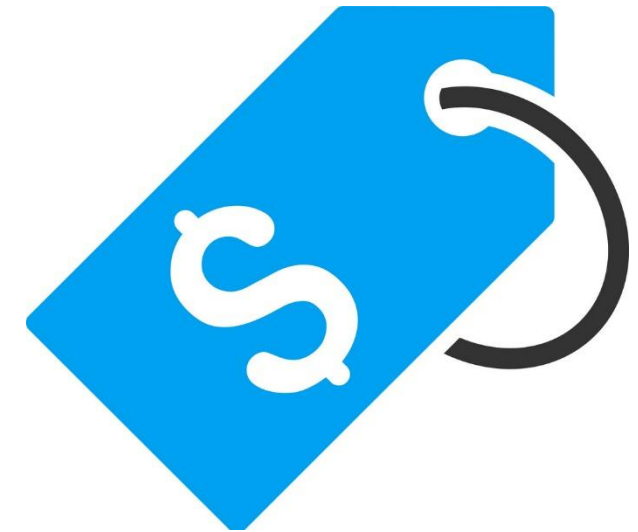
**Success depends on you! Everyone can be a winner, and everyone is going to win!**



## 7. Monthly fee

### Each participant signs a contract for participation:

- 1000 BGN without VAT
- Registration for participation <https://lean.bg/lean-champions-5s-i-kayzen-sastezanie/>
- Participants registering in 2025 are full members, but do not only participate in the final annual evaluation



The fee is paid upon receipt of a tax invoice at the beginning of each month.

## 8. International Jury

The international jury participates only in the Annual Evaluation.



Jitendra  
Malhotra



Marc Pick



Dieter Emmert



Robert Varacka



Atilla Ivacson



The jury's score forms 50% of the total score. The remaining 50% depends on the vote of the representatives of each plant during the Annual Evaluation.

# 9. Potential participants

Confirmed participants.



Welcome to the Lean community of Bulgaria!

# 10. Registration for participation

The registration form can be found [here](#)

REGISTRATION TO PARTICIPATE IN LEAN CHAMPIONS -5S AND KAISEN COMPETITION

Name of contact person \*

Plant name \*

Email of contact person \*

Telephone \*

Privacy Policy \*

I have met and I accept [Privacy Policy](#)

**SEND**



Registration can be done using the registration form or by calling 089 60 60 911.

# 11. Conclusion and feedback

Share your opinion:

Would you  
participate?

What is it that you really liked?

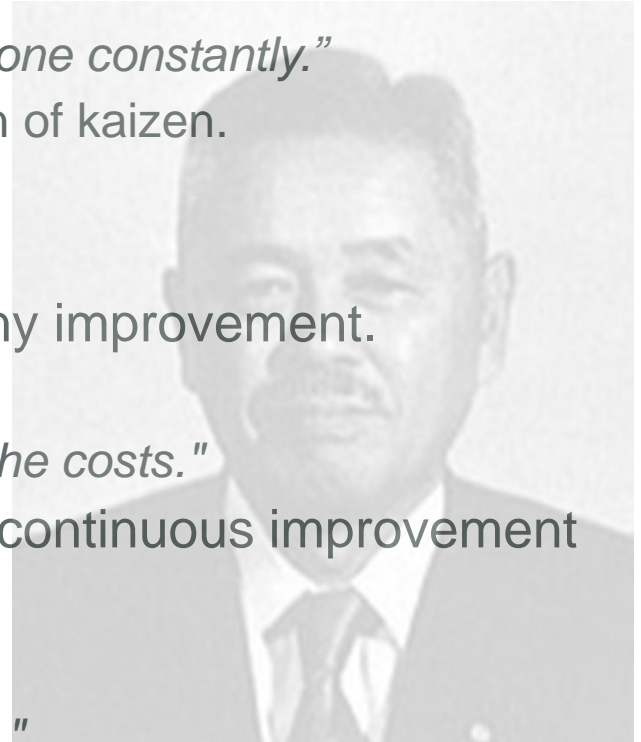
What would you  
improve?

Are there things that don't make a  
good impression on you??



## Famous quotes

1. *"Kaizen doesn't have to be a one-time effort. It should be something that is done constantly."*
  - This quote emphasizes the importance of perseverance in the application of kaizen.
2. *"Without standards, there can be no kaizen."*
  - Ohno emphasized the importance of standards as the basis for any improvement.
3. *"Costs are not the reason for the high prices; High prices are the reason for the costs."*
  - This quote reflects Toyota's philosophy of reducing costs through continuous improvement and eliminating waste.
4. *"The problem is not the problem. The problem is your attitude to the problem."*
  - This statement draws attention to the importance of positive thinking and a problem-solving approach



**Join us and be part of a transformative experience that will increase productivity and bring new successes to your company.**