

5 YEARS SUCCESS





Food Tender Closing

Excellence is the opposite of mediocrity! To excel means to surpass, transcend & exceed. There is nothing more satisfying than the feeling of success & recognizing that you have completed a job well done. This feeling was shared among the present parties from Edita, Rich Bake and Sakr Company on the 14th of October 2010 at the IMC Federation. Head Office (Industrial Modernization Center) This meeting was to discuss and share the success stories of each of the mentioned companies and demonstrate each presentation of the carried out projects that were implemented within the companies.

Engineer Wael Abdel Hamid discussed the implementation of the 20 keys within **Edita Foods**. With the well organized presentation, he demonstrated how each key was professionally applied in the company. "To implement Key 1 (Cleaning & Organizing) we had a cleaning system in place, a number of safety signs placed, color codes written in the manual & we made sure that there are regular mini-business audits. As for Key 2 (Goal alignment) **Edita** already had a system (Individual Operation Plan) to align CEO strategic directions with all Managers. Key 2 helped to align these objectives with all employees through:

- 1) MLM Meetings.
- 2) Company mission & vision.
- 3) Awarding 3 model boards.
- 4) One action plan per MBA (Mini Business Area).
- 5) Regular MBA visits done by plant manager & site development leader.
- 6) Regular review of SIPOC.
- 7) Regular review of QCDSM goals (Quality, Cost, Delivery, Safety, Morale).

Key 3 (Small group activities) was also one of the keys that were implemented in Edita. "How many ideas are generated per year? How many projects are made within every MBA?" these questions were one of the concerns that Engineer Wael discussed and continued to explain how Key 3 is very useful for team work, problem solving and manage and encourage creativity among employees.

The implementation of keys 5, 9, 11, 12, 13, 15 & 17 were also a complete success and was one of the main reasons behind the development and high productivity Edita is in

Mr. Youssef Khashaba, HR Manager at **Modern Bakeries** shared with the present parties the benefits of applying strategy & performance management within the company. "Departments Corporation,

goal alignment as well as future improvement are a few of the many benefits we have attained during the implementation of the project."

Ms. Amira Salem then took the floor to discuss the advantages and improvements witnessed in **Modern bakeries** after the implementations of 20 keys. "The success rate of the 20 keys wouldn't have been complete without the support and commitment that top management has shown us throughout the project."

But nothing spelt persistence more than **Sakr Company!** Mr. Mohamed Salem shared the process of applying the project, which started 2 years ago. "We started off with key 1, 2 & 3 and proceeded with the remainder of the 10 keys shortly" as Mr. Mohamed stated. "The company's main vision is to improve the long term sustainable competition market share & profitability of Business by focusing on productivity & quality".

Mr. Johan Benadie, Managing Director at Organization Development International (**ODI**) and who was present during the food tender closing was very impressed and satisfied with the great accomplishments and development that he has witnessed during his stay.

"I visited the companies twice this year, and the system and the culture of the companies are becoming much stronger. Level 3 is a very high level to reach; you must show characteristics that are applied all over the world. Performance can be judged in level 3."

"I saw the level of knowledge and understanding of the Key Leaders & Management and which increased rapidly. I was extremely happy to see how the employees acted when I visited **Edita**, and that is the kind of success we are seeking. We want all people to participate in the projects because the result of a business is caring and developing your people while developing your society. If we look at the companies I visited I was extremely impressed by the eagerness everyone has shown to understand, learn and develop."

"There was extremely good improvement at **Rich Bake** over the last 6 months. **Sakr Company** would have faced some difficulty to improve from level one but I was surprised to see a lot of drive. I have a good feeling that there will be more improvement and financial benefits will then be seen. Thank you for your support and please continue this journey of success and I would like to thank **Symbios Consulting** for the effort and help that they have provided".

Supply Chain Council

Middle East Chapter Kick off

With the tremendous and great impact of SCOR Workshop in Egypt, Mr. Joseph Francis, Executive Director at the **Supply Chain Council** conducted a meeting in order to discuss the possibility of building a Middle East Chapter as a center of expertise in Supply Chain Management. **Supply Chain Council** was organized in 1996 and initially included 69 voluntary member companies. **The Supply Chain Council** now has closer to 1,000 corporate members worldwide and has established international chapters in North America, Europe, Greater China, Japan, Australia/New Zealand, South East Asia, Brazil and Southern Africa. Supply Chain Council's membership consists primarily of practitioners representing a broad cross section of industries, including manufacturers, services, distributors, and retailers.

The Supply Chain Council (**SCC**) is a global non-profit consortium whose methodology, diagnostic and benchmarking tools help nearly a thousand organizations make dramatic and rapid improvements in supply chain processes. **SCC** has established the supply chain world's most widely accepted framework for evaluating and comparing supply chain activities and their performance. Supply Chain Management has become a necessity especially for the manufacturing industry when it comes to deliver products at a competitive cost and at a high quality. SCM has allowed companies to rethink their entire operation and restructure it so that they can focus on its core competencies and outsource processes that are not within the core competencies of the company. The strategy on applying SCM will not only impact their market positioning but also strategic decision on choosing the right partners, resources and manpower. "It is important to focus on Supply Chain performance as it is the highest investment made in a company" as Mr. Francis stated during the conference.

Mr. Francis also emphasized the importance of supply chain in helping companies rapidly and dramatically improve, especially in the supply chain operations. "The Supply Chain Council provides resources, capabilities and knowledge networks for members to maximize the benefits of the use of SCOR and relevant models." **SCC** continuously advances its tools and educates its members with regards to everything related to supply chain. It is the council's main aim to open up a chapter for the Middle East in Egypt in particular. "Egypt has the most sophisticated and developed supply chain field in the Middle East, and that is why it is our aim to open a new chapter here in Egypt." The feedback of the conference was magnificent. Mr. Joseph was able to grab everyone's attention and win the enthusiasm of many of the present delegates.

"It is extremely good to attend such an event here in Egypt. The supply Chain field in Egypt needs development and improvement and what Mr. Joseph offers is going to guarantee just that. A lot of people will react positively to such kind of activities and development", as Mr. Mahmoud El Sherbiny, NSDP Manager at IMC (Industrial Modernization Center) stated after the conference.





3rd SCOR Certification in Egypt



The Supply Chain Operations Reference model (SCOR®) is the product of the Supply Chain Council, Inc. (SCC), an independent, not-for-profit, global corporation with membership open to all companies and organizations interested in applying and advancing the state-of-the-art in supply chain management systems and practices.

The SCOR-model captures the Council's consensus view of supply chain management. The SCOR-model provides a unique framework that links business process, metrics, best practices and technology features into a unified structure to support communication among supply chain partners and to improve the effectiveness of supply chain management and related supply chain improvement activities. SCOR Certification demonstrates a person's knowledge and capability as tested by an independent, third party organization. Like other credentials, a person who has achieved a SCOR Certification conveys to global organizations that he or she possesses a valuable set of supply chain skills. Creating an in-house pool of SCOR-Certified professionals can help a large, multinational company dramatically raise its proficiency at supply chain improvement. All supply chain professionals who have earned the certification will possess common processes, terminology, and metrics, all of which are critical to standardizing supply chain processes across a large, global organization. Like the SCOR model itself, SCOR Certification is based on real-world techniques for measuring and managing a global supply chain, not on concepts and abstractions. SCOR-Certified professionals can be deployed throughout the organization to tackle strategic supply chain issues. SCOR was held for the third

time in Egypt in a four day workshop to promote and enhance supply chain among companies within the country. The workshop was held from the 5th to the 8th of July 2010 at Dustin Thani, Lake View in Cairo. With Joseph Francis CEO of supply chain council & Shereen Mosallam, Symbios Consulting giving all the necessary information and lecturing the delegates about supply chain and its benefits, it was an excellent and enlightening workshop. "Mr. Joseph was kind enough to share all his knowledge and expertise concerning supply chain. With the help of Shereen Mosallam and Mr. Joseph, the workshop was very successful. The calibers were very knowledgeable and ambitious people and that made the workshop more useful and interesting", as was stated by Mr. Tamer Teba Senior Application Sales Consultant at Oracle Systems Limited (KSA). Mr. Tamer continued by emphasizing the importance of supply chain and the content of this workshop and how SCOR method can be easily applied in the company. One of the present delegates was Mr. Tarek AboulEla, Factory & S.C Manager at DREEM Company and who was impressed with the way not only supply chain is discussed, but the way Joseph tackled the daily problems and issues that face supply chain as a whole. "This course taught us how to pin point the problem and re-structure it as to know where the deficiency and the problem lies and how to solve it. SCOR technique helped achieve the understanding of how to improve supply chain through clear Key Performance Indicators".

Congratulations Eng. Shereen Mosallam got qualified to be the only SCOR Framework & Project qualified instructor in the Middle East.

Certification Event

Continuous Improvement Process is a business process that allows companies to drastically improve their profitability. Every day you go to work and have a process of getting your work done. Every day, chances are, there are better ways of doing it quicker and more efficiently. Quickness and efficiency equal a better product or service, a delighted customer, and higher profits for your company.



It demands that you choose suitable projects that meet your company's goals. And once they are chosen it demands that the proper resources are dedicated to it. We need to give meaning that all people around this project can achieve the goals. It requires the project be put through an entire process called DMAIC for Six Sigma (Define, Measure, Analyze, Improve, & Control) or WFPP for Lean (Value-VSM Flow-pull- perfection). Symbios Consulting has been working with various companies from different fields to enhance manufacturing quality and productivity using Lean, Six Sigma and the 20 Keys Methodology and has around 65 graduates as 20 keys promoters, Green Belts and Black Belts, and certified delegates from more than 20 companies including: **Sewedy cables, Edita, Rich Bake, Nuqul Group (Fine), Insula, TEEP, El-Kady, Olympic Group.** One of the companies that were present to discuss and demonstrate the implementation deployment of Six Sigma within their organization was **Nuqul Group Egypt**, which has been working on implementing Six Sigma for three years & now have five employees certified with the six Sigma Black Belt from **Symbios Consulting**. Engineer/ Mohamed Barakat started demonstrating his presentation by thanking the Symbios team for all their efforts, hard work and dedication. "After searching for help among different consultant teams, we found that **Symbios Consulting** are the most experienced and qualified. Having experience around the world, we were positive that their creativity and innovative ideas would help achieve the development we were seeking within our company."

Nuqul Group has been seeking to improve some of the technical skills among the company's employees such as:

a) The ability to check available data.



- b) The ability to initiate usable data.
- c) The ability to analyze data & get benefit out of it.
- d) The ability to review problems & decide where to start & put plans.

Nuqul Group is continuously working on developing its products, generating saving for the company and improving people skills among employees. Among the different companies who shared their success and discussed the implementation of different projects was **Al Ahram Security Group**. Presenting the project was Engineer/ Mohamed Aref who emphasized that the project focuses mainly on Lean manufacturing. "We can't say that we apply lean without having highly developed departments. We were facing some issues in the Cylinder Department but by using and applying the Lean Black Belt method we were able to increase the amount of cylinder production and by doing so, we gradually increased the profit of the company as a whole." Self inspection was applied within the company by adding a system that periodically reminded the staff to check and inspect the cylinders beforehand. One of the other methods **Al Ahram locks** is seeking to apply is team work and getting every individual to come up with creative and innovative ideas that will help develop the system and will encourage and motivate the workers to think with top management about what is best for the company as a whole. **The 20 Keys** program is used to train firms through the lean manufacturing process, which includes some seemingly obvious targets such as maintaining a clear and ordered workplace. This obvious need can make a significant difference to the daily running of a factory but can be easily forgotten in the heat of a growing business. Symbios Consulting was eager to make sure that 20 Keys is being implemented and used within corporate. And thus it was with great success that **Olympic Group (Delta)** discussed and demonstrated the implementation of 10 of the **20 keys**. Engineer Ammar Adel Mohamed stated that the company started implementing the project on May2009. Engineer Ammar then went on by giving a summary of how each individual within the company worked on implementing each key. Witnessing all those success stories and presentations that were demonstrated, Mr. Johan Benadie, Managing Director at Organization Development International (**ODI**) was impressed and pleased with the great accomplishments and developments that were shown throughout the evening. Being Symbios Partner in South Africa, Mr. Benadie saw the great developments that increased by time within the organizations. "I would like to start by thanking Symbios for inviting me to attend such an enlightening event. I love the idea and I think I will be implementing the same technique back at my Company." "It's all about continuous improvement & development, and I think tonight we've seen examples and demonstrations of how people can really improve and develop. I would like to congratulate not only the three presentations that we've seen, but everyone present with us tonight. I was given advice 20 years ago during my trip to Japan by a very old and wise man, to which I hold this advice very dear to me:

You must continue to improve yourself & your
Business...Work with Power

And that was the same message Mr. Benadie was glad to give us!!

To better celebrate the success of the individuals, trophies and certificates were given to everyone who worked on implementing continuous improvement within the company.





The 20 Keys Show & Tell Seminar

In an attempt to stimulate and increase awareness of **20 keys** within companies, Symbios Consulting organized the *20 keys show and tell seminar* on the 14th of October 2010 at IMC Headquarters. The seminar was mainly an introduction to 20 Keys where shereen Mosallam demonstrated and explained the idea behind the 20 Keys methodology. What is 20 Keys, Who invented it, and what does it achieve are one of the many questions that were answered during the workshop. "20 Keys is mainly a method to establish three major objectives: better, cheaper & faster. It is not our aim to talk about the technical details of The 20 Keys, but we are here to demonstrate the effective results applying 20 Keys has shown within our companies", as Ms. Shereen stated at the beginning of the seminar.

Mr. Reda Kaff, Production Supervisor -Arabic Bread Line at Modern Bakeries then took the floor and presented the efforts made to reduce the re-worked dough in Arabic Line. "It was our aim to reduce the percentage of wasted dough to around 60%. We started working on applying an action plan to achieve our goal." "In my opinion, what made Rich Bake successful and helped us achieve our goal is team work and unity among employees. 20 keys was implemented among all the staff and that made our success noticeable."

Delta Electric Appliances- Olympic Group was one of the companies which discussed the great effects that resulted from implementing 20 Keys in the company. Mr. Mohamed Salama, Project Manager of 20 Keys, went on by telling the story of success after implementing 20 Keys within Delta, and which dazzled the audience with the amount of changes and profit the company has witnessed as a result. Mr. Wahba Salama, Supervisor CRF line- Refrigerators Plant, also discussed how 20 Keys helped in the quick changeover in CRF

Line and thanked Engineer. Waleed who as well as the rest of the Symbios Team has been very supportive and helpful throughout the implementation of 20 keys within the Company.

Mr. Wael Abdelhalim, Plant Manager at Edita Foods Industries, discussed the company's vision and how 20 Keys helped make this vision turn into reality. "It is our vision to be a model food industry in the region by 2012. We believe in developing our people because they are the most important asset. We started applying the 20 keys in 2008, and have been moving forward ever since."

Mr. Johan Benadie, Managing Director at Organization Development International (ODI) put an end to the evening by sharing his insights and thoughts with regards to the importance of implementing 20 Keys within industries. "This is my sixth visit to Egypt and I will be going home a satisfied man! I have witnessed amazing progress, where companies jumped from a 20% to a 40% improvement. Symbios Consulting have done an outstanding job and we have established a perfect partnership here in Egypt. I have travelled a lot and have seen many companies who have struggled to reach success, which usually results in cutting off employees but why do some companies succeed while others don't? The answer is simple as the companies who succeed have power and they are in continuous improvement and development. This is the aim of the 20 Keys, applying it can support you and help you achieve success." "Many people said that this system can only be successfully applied by Japanese people and it won't be as successful when applied in any other country, but this week I can safely prove this theory wrong. "With the help and organization of Symbios Consulting, the awareness of 20 Keys will increase and will in turn lead to ongoing progress within companies by being better, cheaper and faster.

Lean Management Live in Japan... Visiting were it all started!!!

June 2010:

In an attempt to spread the awareness of 20 Keys among companies in Egypt and the Middle East, Symbios Consulting has organized a trip to Japan, where 20 Keys was invented and first applied.

The trip was mainly a mean to help delegates get a broader view and understand how 20 Keys is applied and how the methodology can increase the profit of any company. During the program delegates have been trained and educated by Mr. Yoshi Kobayashi **-PDI Consulting President-** on the **PPROF 20 Keys** Lean system. Being educated and trained on the 20 Keys Lean System, the amount of knowledge gained when visiting some of the major factories- that apply 20 Keys- in Japan was massive. During the trip factories such as Mizukami Printing, Toyo Agriculture Co, Anzai Production Co, Coca Cola & Toyota were visited.



Mr. Mohamed Mohamed Fekry was also amazed with the trip and the things he learnt during it. "The trip was very well organized, the transportation was so comfortable but there was a lot of moving and transportation, but the trip overall was outstanding!"

The feedback received by the delegates was very promising. They were very pleased with the knowledge they gained from the trip and have established great ideas and methods that they are eager to apply on their companies.

Both Mr. Hesham Refaat, Operation Manager at Swedey Cables and Mr. Hassan Ahmed Aly, Plant Manager at **Misir Foods** were very excited about the



All the visited factories have seen great improvements and progress after applying the 20 Keys system. A company such as Mizukami was awarded best company in the small& medium enterprises in Japan last year, and which was the direct result of applying 20 Keys. The company achieved good profits and has been implementing 20 Keys for 9 years. Toyo Agriculture Co. has been implementing 20 Keys for the past 24 years and is aiming to continue with the 20 Keys throughout the coming years.

knowledge they gained from this informative trip. "20 Keys helped me develop my work, and therefore, the trip was very good and beneficial", as Mr. Hesham stated. Mr. Hassan thought the trip was very well organized. "20 Keys is very important and useful. We have already been applying 20 Keys before the trip and I have noticed that we have accomplished more achievements and success since then."

Mr. Mohamed Samy Aref operations Manager and Owner of **Hi-Tech Company** was impressed with the changes that can result from properly applying the 20 keys system to a company. "I traveled last July and it was a great experience. 20 keys is a system which can be easily applied and can increase the profitability of any company."

Mr. Karim Eldine Magued, Process Development Section Head at Sewedy Cables was also very pleased with the trip's outcome. "The trip was excellent, well organized and the timing was perfect. There was nothing I didn't like about the trip except that I would have liked to have a detailed document of what we learnt throughout the trip. Other than that 20 Keys is an excellent method to apply in companies, as it organizes, facilitates, and increases the productivity of any company."



Ms. Amira Salem, a representative from **Modern Bakeries** was very pleased with the outcome of this informative trip. "20 Keys is a very beneficial program. It is the aim of any company to increase the profit and 20 Keys achieves just that. The trip was very good and useful."

November 2010 trip:

"The trip was amazing! I was so impressed, and I witnessed how 20 Keys is an excellent way to develop and improve", as Mr. Mohamed Barakat, Fine Company stated. "20 Keys is considered an internal benchmark for any company, it is better than any other methodology or system applied. The trip was very interesting; it enabled us to learn more about 20 Keys and more about Japan itself and its developed companies and factories."

Al Ahram Company representative Mr. Ahmed Samy Aref, shared his views and opinion about the trip and about the 20 Keys system itself. "20 Keys is a very successful management system, it teaches you how to measure everything that goes on in a company and it motivates people to work harder. We want to apply 20 Keys to our organization but we are in need of a stable foundation, stable culture and a dedicated consultant." "The trip was well organized. There was no time wasted and it was a great experience as we visited many factories and saw how developed they are."





Six Sigma Programs

Course	Wave	Blocks	Dates	Cost	Remarks
Six Sigma Green Belt (11 full days)	Wave 40	5	May 4 th , 2011	5500 LE	Symbios will be visiting each of the participants 2 visits to be certified.
Six Sigma Black Belt (24 full day)	Wave 11	7	September 7 th , 2011	18500 LE	Symbios will be visiting each of the participants 2 visits to be certified. And there will be 2 days practical training at factories during the course.

Lean Programs

Lean Green Belt for Manufacturing (10 days)	Wave 22	5	April 3 rd , 2011	5500LE	Symbios will be visiting each of the participants 2 visits to be certified.
Lean Black Belt for Manufacturing (24 days)	Wave 8	7	June 15 th , 2011	18500 LE	Symbios will be visiting each of the participants 2 visits to be certified. And there will be 2 days practical training at factories during the course.
Lean Practical Implementation Program in Japan (7 days)	Wave 3	-	November, 2011	28500 LE	ITC pays (for Companies registered in IMC database) 8500 only and Participant pays 20,000.
Lean Supervisor Program (15 days)	Wave 1	5	May 11 th , 2011	7000 LE	Symbios will be visiting each of the participants 2 visits. And there will be 2 days visits at 2 leading companies during the course.

Supply Chain Programs

Forecasting Workshop (2 days)	Wave 2	1	September 2011	4000 LE	Delivered by IBF—USA
SCOR Supply Chain (4 days)	Wave 4	1	March 27 th , 2011	5500 LE	Delivered by SCC—USA
Supply Chain Black Belt (24 days)	Wave 2	7	May 25 th , 2011	18500 LE	Symbios will be visiting each of the participants 2 visits to be certified. And there will be 2 days visits at 2 Supply Chain leading companies during the course.
Sales & Operation Planning (2 days)	Wave 1	-	April 20 th - 21 st , 2011	4000 LE	Not funded by IMC.

Course	Duration	Course	Duration
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Courses for groups only: (Cost 4800 LE/Day)

5S	2 days	Total Productive Maintenance	3 days
FMEA	2 days	Lean for Leaders	3 days
SPC	4 days	Team Accelerator	4 days
MSA	2 days	Basic Supply Chain	5 days
Inventory Management	2 days	Lean Value Stream Mapping	3 days
Lean for Technicians	3 days		

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