



TOGETHER
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OCCASION

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KNOW-HOW/TECHNOLOGY TRANSFER REPORT

Re: Contract No. 92/013
UNIDO PROJECT NO. DP/KEN/90/028

**Juran Institute, Inc.
11 River Road, P.O. Box 811
Wilton, Connecticut 06897-0811 U.S.A.**

**Joan B. Pinck
Vice President**

7 August 1995

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I. INVESTIGATION/GOALS

A. INVESTIGATION BY UNIDO

Investigation by United Nations Industrial Development Organization (UNIDO) revealed need for quality improvement and planning and means of training people to lead and teach quality principles and practices to a selected group of Kenya companies.

UNIDO requested the Juran Institute present a comprehensive program in Total Quality Management, enabling the National Experts chosen by the cooperating agency, the Federation of Kenya Employers, to train others in the concepts and practices learned and enabling those trained to sustain the resulting quality improvements.

B. INVESTIGATION BY JURAN INSTITUTE, INC.

Investigation of the status of the project was accomplished by visits of the Lead Consultant, Joan Pinck, Vice President, Juran Institute, Inc. during the weeks of September 14-20, 1993, April 12-16, 1994, and a final evaluation visit during the week of July 27-August 3. For the final visit, Mrs. Pinck was accompanied by Mr. Suresh Lulla of QIMPRO, Bombay, a Juran affiliate which was responsible for a significant amount of the training done under the contract.

The purpose of the investigative visits was two-fold:

1. To monitor progress among the participating companies
2. To observe the National Experts and to offer advice and guidance to them in their support of the companies

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II. DISCOVERY

During the first two of the three visits, Mrs. Pinck met with each participating company CEO and with its designated facilitator. Questions were asked about the specific progress of each company, as follows:

1. How many teams are active?
2. What has been the progress of each team?
3. To what extent has the CEO been involved?
4. What support has the company received from the FKE National Experts?
5. What additional support is desired?

Responses varied, as might be expected.

1. Companies had fielded either one or two teams
2. Teams varied in the extent of their progress, from little or no progress, to nearly completed projects
3. CEO involvement ranged from extremely active to nearly total lack of interest
4. CEO's consistently stated that they had received frequent support from the National Experts
5. They nevertheless sought more support from the Experts

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On the third, final evaluation visit, it was clear that CEO involvement was critical to the success of the companies.

1. Where CEO involvement was high, teams had successfully completed projects
2. Where CEO involvement was half-hearted, teams were making slow progress
3. In the absence of CEO involvement, teams were in effect standing still

During these visits, additional needs were expressed:

1. National Experts expressed a need for additional training in facilitation skills and tool use.
2. More frequent visits from the Senior Consultants

III. ACTION TAKEN TO ACHIEVE GOALS

On the first two of the three visits, the Lead Consultant met with every CEO and every Facilitator to seek either

1. Reasons for low level of activity, or
2. Desire for ongoing support for successful companies

In regard to (1) above, CEO's cited as reasons for less activity:

1. Financial problems which preoccupied them
2. Change of management at the top

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In regard to (2) above, CEO's cited as additional needs:

1. Additional advanced training for facilitators and teams by National Experts

On the third visit and final visit, these remained the final judgments of the CEO's

As a response to the needs of the companies, the Lead Consultant recommended a course of action designed to provide additional support to all companies:

1. National Experts were instructed to establish and maintain a weekly schedule of visitations to participating companies;
2. National Experts were instructed to visit each company at least once a month;
3. National Experts were instructed to meet on each occasion with the CEO, the Facilitator, and, when company schedules permitted, with teams.
4. The weekly schedules were to be faxed to the Lead Consultant for regular monitoring.

In response to the need for additional training in facilitation skills, a Study Tour to the Juran Institute took place in June, 1994.

1. Mr. William Barnard, Juran Institute Vice President, conducted a week-long tutorial program in Facilitation Skills and Tool Use.

Specific descriptions of the Tutorial Program follow in Appendix A.

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IV. RESULTS AND LESSONS LEARNED

A. RESULTS

Number of participating companies:	15
1. Successful	6
2. Partially successful	4
3. Doubtful success	4
4. Dropped out	1

B. REASONS FOR SUCCESS

1. CEO commitment/leadership
2. Successful projects
3. Supportive culture in company

REASONS FOR PARTIAL SUCCESS

1. Less than full CEO commitment
2. Financial problems paramount
3. Unsupportive company culture

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REASONS FOR DOUBTFUL SUCCESS

1. Lack of CEO commitment
2. Change of management during project
3. Financial problems paramount
4. Company too small

External problems hindering the program:

1. Political and monetary instability in Kenya
2. Logistics, insufficient transportation for Experts
3. Lack of access to computers
4. Short and infrequent visits by senior consultants
5. Insufficient consulting-management experience at FKE

C. LESSONS LEARNED

1. It is possible successfully to initiate TQM in a third-world country like Kenya
2. National Experts were highly-trainable and became at advising on TQM
3. Companies badly need and will accept TQM assistance
4. Work force accepts training well and can implement

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5. Positive results of successful implementation:
 - a. reduction in defects
 - b. cost savings
 - c. improved productivity
 - d. improved work-force morale
6. CEO's will make small payments for some services

D. RECOMMENDATIONS

1. Longer visits by Lead Consultant(s)
2. Improve ability of local experts to move around
3. Institute minimal co-payments for some services
4. Provide resources for promotion or PR within country to stimulate interest and support
5. Make provision for internal management

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APPENDIX A

To a week-long tutorial, National Experts were asked to bring full and detailed notes of each meeting held with teams of participating companies. It must be emphasized that this was a TUTORIAL program, focusing on individual case presentations by each of the Experts.

Daily for five days, Mr. William Barnard reviewed these notes in the presence of all four Experts.

The program consisted of:

1. A critique of each team meeting based on notes
2. Suggestions for improvement
3. The necessary instruction for each improvement identified
4. Identification of areas in which Experts must improve
5. Instruction in each of those areas

Each Expert was thus instructed in ways to improve this individual performance; other Experts took part in the dialogue, thus gaining assistance and information through the interactive instruction process.