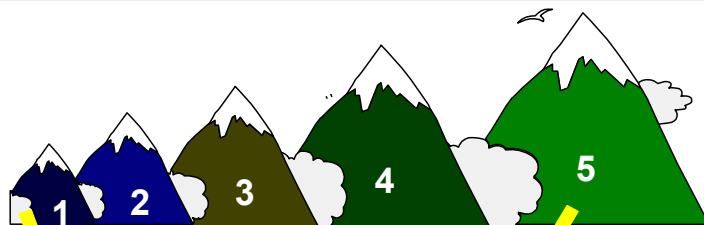


13 Annual General Meeting GBN

Mr. Gheorghe Efros
CPC Executive Director,
Republic of Moldova

20 Keys Benchmark Levels



The lowest level
in the world

World No. 1

- ✓ $20 \times 1 = 20$ (minimum)
- ✓ $20 \times 5 = 100$ (maximum)
- ✓ Average starting score is 30 (or 1.5×20)
- ✓ Levels described with checksheets and picture maps or comics

20 Keys Goal Configuration

M&S

Q

C

D

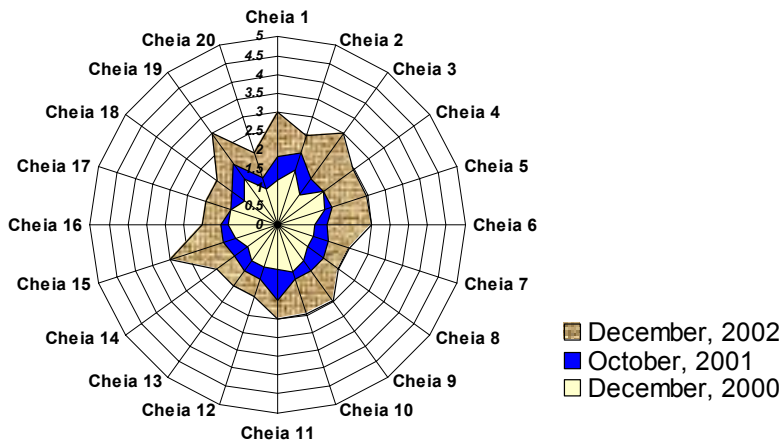
T

Goal	20 Keys
Energise Workplace	1 Cleaning and Organising
	2 Rationalising the System / Goal Alignment
	3 Small Group Activities
	10 Workplace Discipline
Quality Improvement	7 Zero Monitor Production
	9 Maintaining Machines and Equipment
	11 Quality Assurance
	12 Developing Suppliers
Cost Reduction (Productivity Improvement)	15 Skill Versatility and Cross-Training
	13 Eliminating Waste
	14 Empowering Employees to Make Improvements
	6 Kaizen of Operations
Process Flow Improvement / WIP Reduction / Faster Delivery	17 Efficiency Control
	19 Conserving Energy and Materials
	5 Quick Changeover Technology
	4 Reducing Inventory
Technology Development	16 Production Scheduling
	8 Coupled Production
	18 Using Microprocessors
	20 Using Technology for Strategic Advantage

3



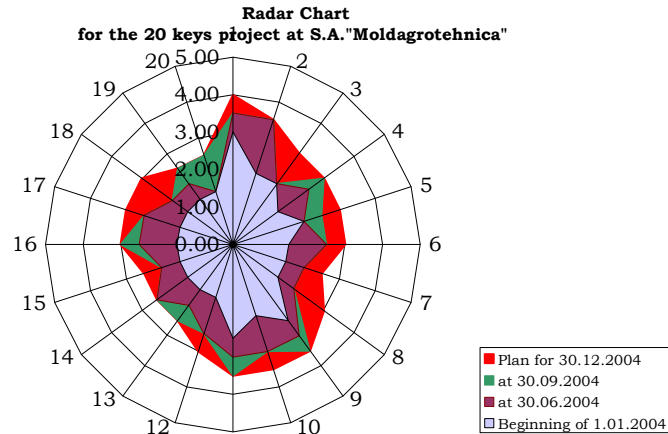
Benchmarking Evaluation



4



Benchmarking 20 Keys



Key 1 "Cleaning and Organizing" (OFFICES)

Problem: Inefficient activity at the workplace

Used methods and techniques for improvements:

- KEY 1 CHECKSHEET
- VIZUAL MANAGEMENT
- MODAPTS, SOP, 4S



Key 1 "Cleaning and Organizing" (OFFICES)



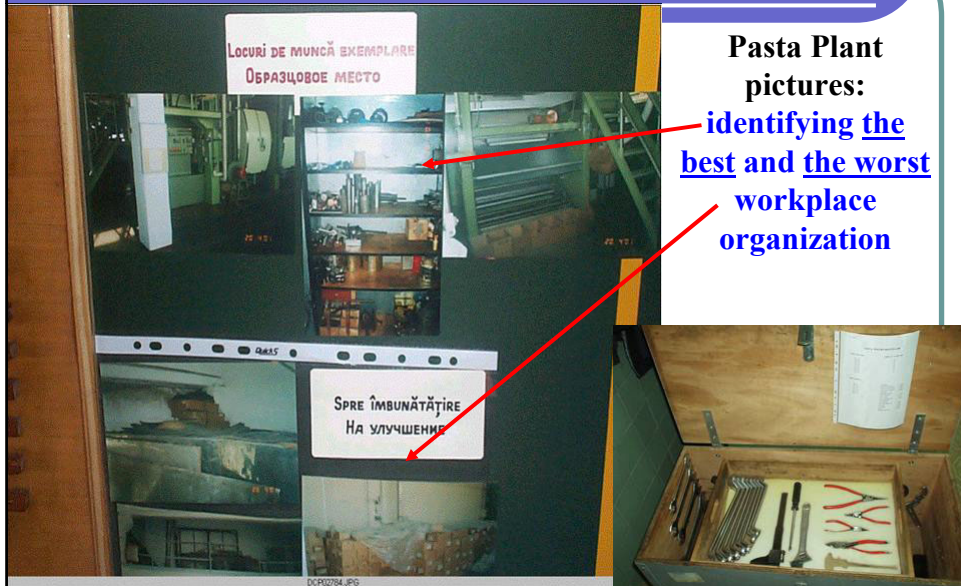
Key 1 "Cleaning and Organizing" (STORES)



A lot of free space appeared after eliminating unnecessary items and organizing the stores.



Key 1 "Cleaning and Organizing" Visual Management

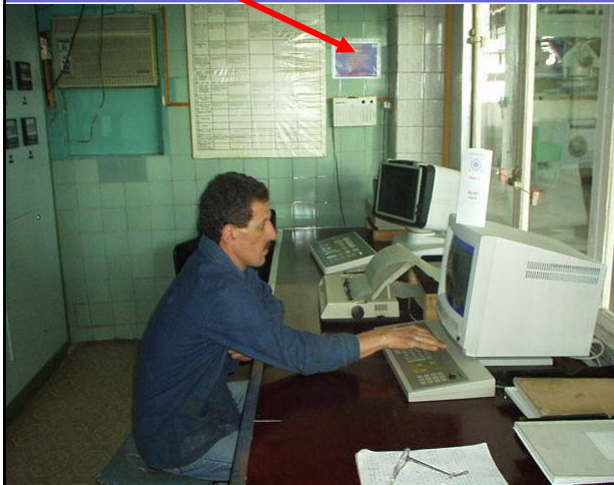


Key 1 "Cleaning and Organizing" (MODAPTS)

After
elimination of
difficult motions



Key 1 "Cleaning and Organizing" (4S Certified Workplace)



Organized cleaning inventory

Key 2 "Rationalizing the system and goal alignment"



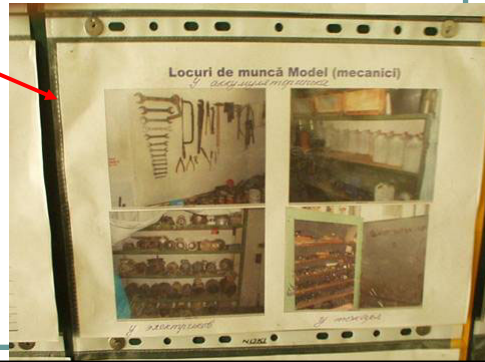
Very powerful tool for
appreciating, analyzing
and comparing results
for 20 Keys activity



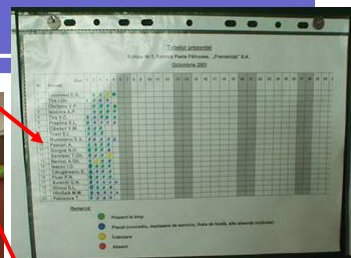
- More than 80% accomplishment
- Between 50% and 80% accomplishment
- Less than 50% accomplishment

Visual Management Power

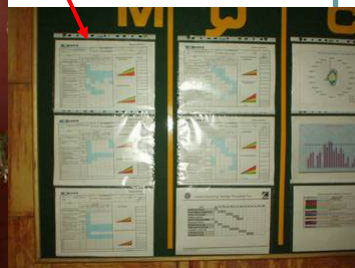
It is useful to create a general tendency for continuous improvement of the workplaces.



Key 3 "Small Group Activities"



Planning Activity
for SGA



Key 3 "Small Group Activities"



Morning Meeting – 10 minutes

Cost monitoring helps employees to concentrate their efforts on materials and energy conserving

15

Key 4 "Reducing WIP"



Key 4 in place for Finished Goods Store



Key 4 "Reducing WIP"



Row Material Store



Key 9 Maintenance of equipment



3 Evils
under
control



Key 9 Maintenance of equipment



PM equipment
identified

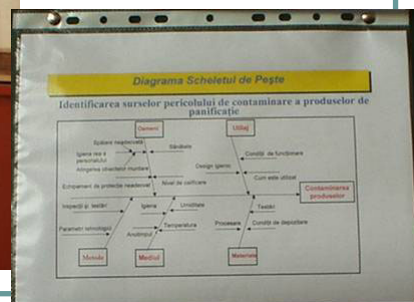


Key 11 Quality Assurance

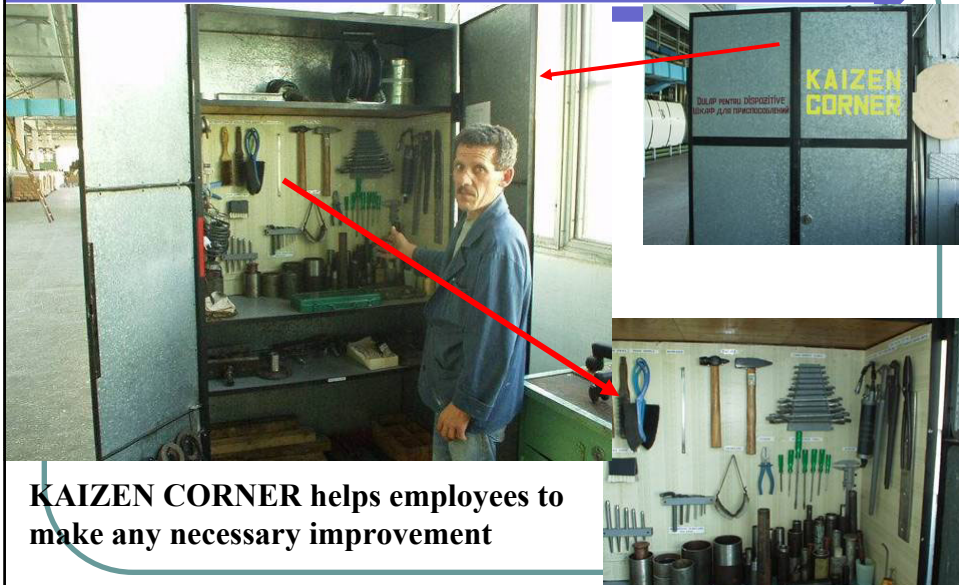
Scrap monitoring



Fishbone Diagram
helps to identify
causes of the
problem



Key 14 Empowering Employees to make improvements



20Keys Board



20 Keys® in the World

