



SHINGO
INSTITUTE

SHINGO MODEL BASICS

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The Shingo Executive Advisory Board consists of outstanding leaders from a wide variety of organizations and industries who have established themselves in their careers as principle-centered leaders building cultures of excellence.

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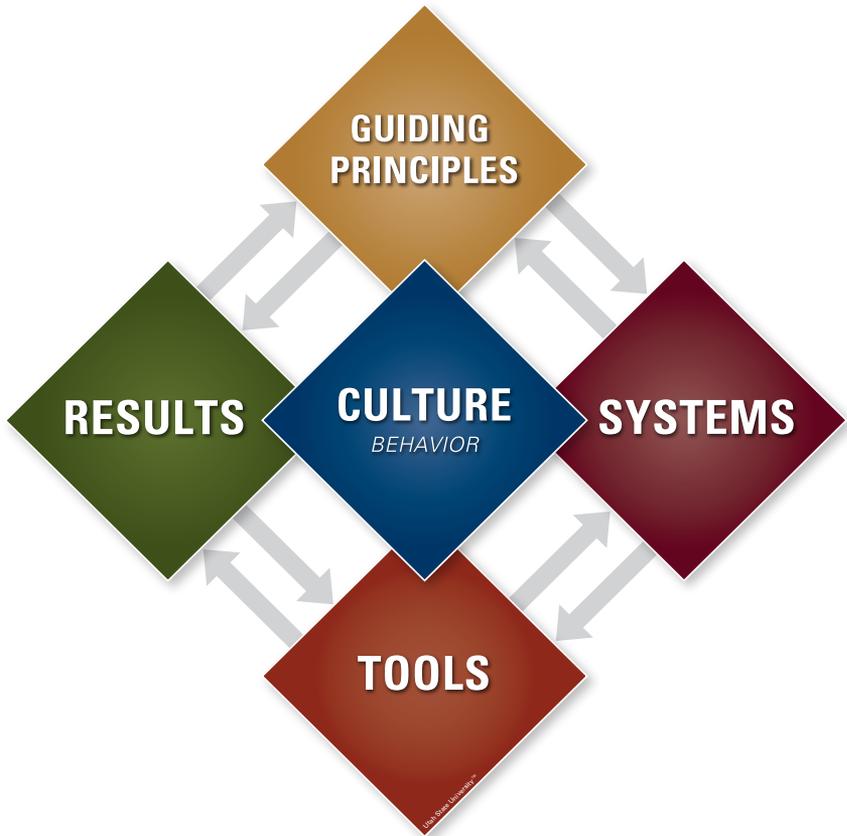
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 <p>www.ul.com/ci</p>	<p>Shingo Institute Licensed Affiliates bring years of experience and a wide array of expertise. Located throughout the world, they are available to support you on your journey, in your country and in your language.</p> <p>www.shingo.org/affiliates</p>

THE SHINGO MODEL™



SHINGO HISTORY

Few individuals have contributed as much to the development of the ideas we call TQM, JIT and lean as did Shigeo Shingo. Over the course of his life, Dr. Shingo wrote and published 18 books, eight of which were translated from Japanese into English. Many years before they became popular in the Western world, Dr. Shingo wrote about the ideas of ensuring quality at the source, flowing value to customers, working with zero inventories, rapidly setting up machines through the system of “single-minute exchange of dies” (SMED) and going to the actual workplace to grasp the true situation there (“going to gemba”). He worked extensively with Toyota executives, especially Mr. Taiichi Ohno, who helped him to apply his understanding of these concepts in the real world.

Always on the leading edge of new ideas, Dr. Shingo envisioned a collaboration with an organization that would further his life's work through research, practical-yet-rigorous education and a program for recognizing the best in enterprise excellence throughout the world. In 1988, Shingo received his honorary Doctorate of Management from Utah State University and, later that year, his ambitions were realized when the Shingo Prize was organized and incorporated as part of the university. While the Shingo Prize remains an integral part of what we do, our scope has expanded to include various educational offerings, a focus on research and a growing international network of Shingo Institute Licensed Affiliates.

A BRIEF INTRODUCTION

The desire to improve seems to be instinctive. For any organization to be successful in the long term, it must engage in a relentless quest to make things better. In fact, if an organization is to survive and thrive, leaders must lead their organizations on a continuous pursuit of perfection. Although it is fundamentally impossible to achieve perfection, the pursuit of it can bring out the very best in every organization and in every person.

Improvement is hard work! It requires great leaders, smart managers and empowered associates. Sustainable improvement cannot be delegated down nor organized into a “flavor-of-the-month” program or initiative. Improvement requires more than the application of a new tool or a leader's charismatic personality. Sustainable excellent results requires the transformation of a culture to one where every single person is engaged every day in making small, and from time-to-time large, changes.

In reality, every organization is naturally in some state of transformation. The critical question is “Into what is the organization being transformed?”

Since the establishment of the Shingo Prize at Utah State University in 1988, we have been assessing organizations in various industries around the world as they've challenged for a Shingo award. We've seen firsthand how some organizations have been able to sustain their improvement results while many have experienced decline. Years ago, we discovered a clear theme: Sustainable results depend upon the degree to which an organization's culture is aligned to specific, guiding principles rather than depending solely on tools, programs or initiatives.

To illustrate our findings, we developed the *Shingo Model*[™], including the *Shingo Guiding Principles*[™] and the *Three Insights of Enterprise Excellence*[™]. The *Shingo Model*[™] provides a powerful framework that will guide you in transforming your organization's culture and achieving ideal results.

THE SHINGO MODEL™

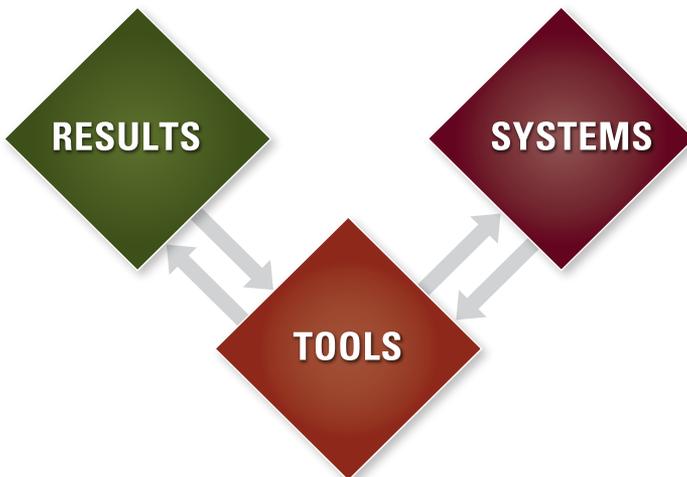
The *Shingo Model™* is not an additional program or another initiative to implement; rather, it introduces *Guiding Principles™* on which to anchor your current initiatives and to fill the gaps in your efforts towards ideal results and enterprise excellence.

Whether an organization's objectives are for financial or more altruistic purposes, the focus of all leaders is on results—more sales, higher ROI, better employee retention, faster turnaround time, etc. Organizations design systems with the intention of achieving specific results and select tools to support those systems.

SYSTEM: a collection of tools or tasks that are highly integrated to accomplish an outcome (e.g., production plan, onboarding new employees, bookkeeping, recognition systems, customer support system, etc.)

TOOL: a single device or item that accomplishes a specific task (e.g., value stream map, health benefit plan, an award, newsletter, etc.)

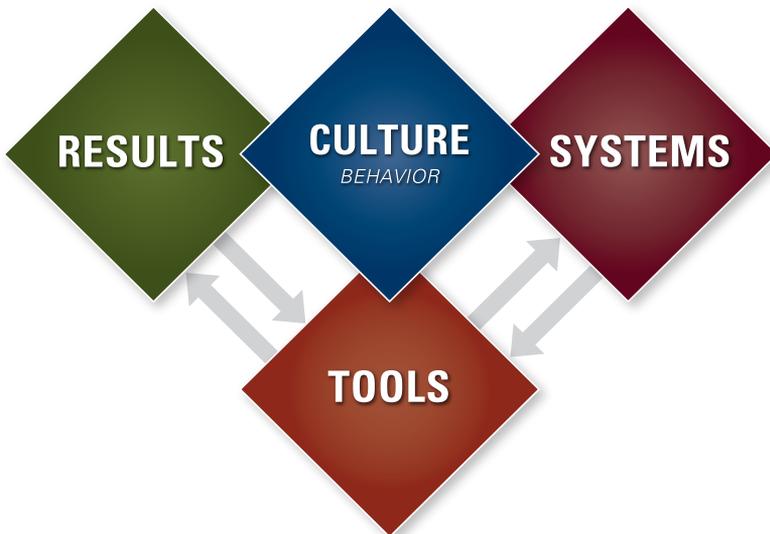
When we don't achieve our target results, we often try tweaking or modifying our current systems or implementing new tools with the hope of achieving better results. The following model might seem familiar:



However, an important element is missing in the above model. Tools and systems alone do not operate a business. People do.

Each person within an organization has a set of values and beliefs that influences the way he or she behaves. Ultimately, the aggregate of people's behaviors makes up organizational culture, and culture greatly influences the organization's results.

Professor Edgar Schein of the MIT Sloan School of Management said, "The only thing of real importance that leaders do is to create and manage culture. If you do not manage culture, it manages you, and you may not even be aware of the extent to which this is happening."



Cultures that form by accident or without attention can have significant, far-reaching negative effects. A culture built around "firefighting" honors and promotes the "firefighters" rather than identifying and fixing the problems that cause emergencies in the first place. In a culture that promotes the "power hungry," people might withhold information except when it has the potential to benefit them personally. They keep the decision-making authority as close as possible rather than trusting others to make appropriate choices, thus making the organization respond much more slowly to issues and much less likely to make the best decisions. Likewise, it's not difficult to imagine the behaviors we might see arise in organizations that foster cultures of fear, survival, blaming/backbiting, malaise, etc.

Conversely, we see excellent organizational cultures built around humility, respect, trust, collaboration, innovation, empowerment, etc. What are the behaviors you would expect to see within these organizations? How might their results differ from the results of the organizations we mentioned above? Finally, what is at the foundation of these organizations such that they manage their culture rather than watch as their culture manages them?

In asking ourselves these questions, we gained three important insights.

THREE INSIGHTS OF ENTERPRISE EXCELLENCE™

1. Ideal Results Require Ideal Behaviors

Ultimately, the results of an organization are dependent on the way their people behave. Whether or not an employee shows up to work in the morning will influence the results of that day. To achieve ideal results, leaders must do the hard work of creating a culture where ideal behaviors are evident in every associate.

2. Beliefs and Systems Drive Behavior

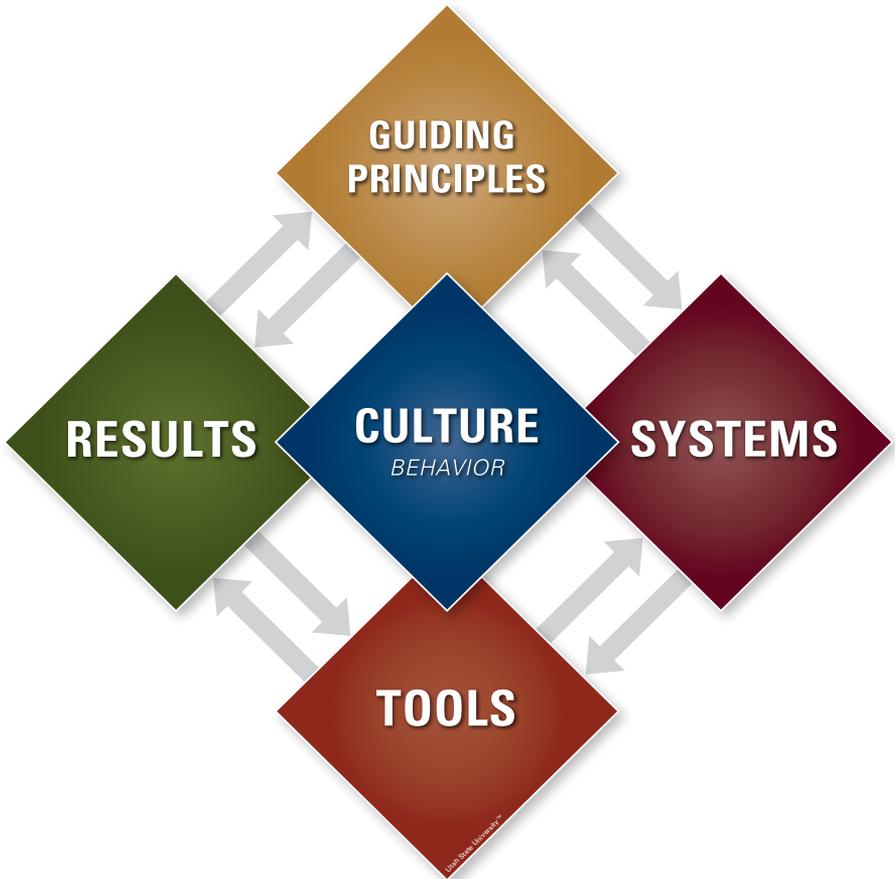
It has long been understood that our beliefs have a profound effect on our behavior. What is often overlooked, however, is the equally profound effect that systems have on behavior. Most of the systems that guide the way people work in our companies were designed to create a specific business result without regard for the behavior that the system consequentially drives. Most of us have seen, in some form or another, systems that drive poor, unintended behavior. Managers have an enormous job to realign both management and work systems to drive the ideal behavior required to achieve ideal business results.

3. Principles Inform Ideal Behavior

Principles are foundational rules that govern the consequences of our behaviors. The more deeply we understand principles, the more clearly we understand ideal behavior. The more clearly we understand ideal behavior, the better we can design systems to drive that behavior to achieve ideal results.

*“There are three constants in life...change,
choice and principles.” —Stephen R. Covey*

THE SHINGO MODEL™



SHINGO GUIDING PRINCIPLES™

Stephen R. Covey defined a principle as a natural law that is universally understood, timeless in its meaning and self-evident. He taught that values govern our actions but principles govern the consequences of our actions.

Values are cultural, personal, interpretable and variable. Our personal values influence our beliefs and, ultimately, how we behave. Principles govern the outcomes of our choices. The values of an unprincipled person will very likely lead to behaviors that are far from ideal while the values of someone strongly committed to a set of guiding principles is highly likely to demonstrate behavior much closer to the ideal.

Given that very few things in any business can be predicted with a high degree of certainty, the realization that principle-based behavior might create predictable outcomes is quite profound. The closer our actual behavior is linked to a principle, the greater the likelihood the outcomes of our behavior can be predicted. A culture where every employee understands and is committed to principle-based behavior has a very high likelihood of achieving predictably excellent results. Similarly, an organization not well grounded in principles will witness a wide variety of personal interpretations of how to apply their individual values in work situations.

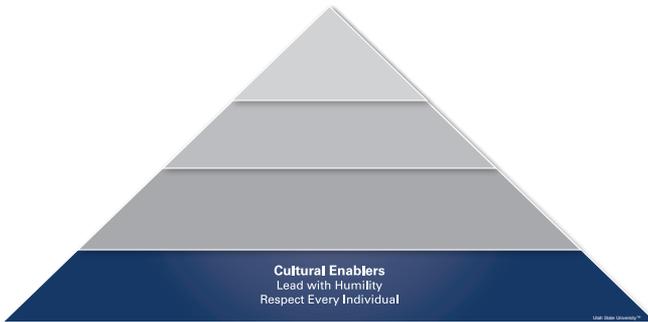
Through our study and experience, we have compiled a list of ten guiding principles that, in their totality, become the basis for building a lasting culture and achieving enterprise excellence. Following Dr. Shigeo Shingo's counsel to "think in terms of categorical principles," we have divided the ten *Shingo Guiding Principles™* into four dimensions: Cultural Enablers, Continuous Improvement, Enterprise Alignment and Results.

CULTURAL ENABLERS

The first dimension of *Shingo Guiding Principles™* consists of the Cultural Enablers. Cultural Enablers are at the foundation of the pyramid as they focus on the foundation of an organization: people.

"I have a foundational belief that business results start with culture and your people."

—Doug Conant, former CEO Campbell Soup



RESPECT EVERY INDIVIDUAL

Respect must become something that is deeply felt for and by every person in an organization. Respect for every individual naturally includes respect for customers, suppliers, the community and society in general. Individuals are energized when this type of respect is demonstrated. Most associates will say that to be respected is the most important thing they want from their employment. When people feel respected, they give far more than their hands—they give their minds and hearts as well.

To better understand the principle of respect for every individual simply ask the question “why?” The answer is because we are all human beings with worth and potential. Because this is true, every individual deserves my respect.

▶ Examples of Ideal Behaviors

- Create a development plan for employees including appropriate goals.
- Involve employees in improving the work done in their areas.
- Continually provide coaching for problem solving.

LEAD WITH HUMILITY

One common trait among leading practitioners of enterprise excellence is a sense of humility. Humility is an enabling principle that precedes learning and improvement. A leader’s willingness to seek input, listen carefully and continuously learn creates an environment where associates feel respected and energized and give freely of their creative abilities. Improvement is only possible when people are willing to acknowledge their vulnerability and abandon bias and prejudice in their pursuit of a better way.

► Examples of Ideal Behaviors

Treat all ideas as equal in value, no matter whose idea it is.

Leaders and managers are frequently in the workplace where the work occurs to observe, ask questions and coach.

CONTINUOUS IMPROVEMENT

Where the first dimension addressed the principles around the people of an organization, the second dimension addresses the processes.

In a culture of continuous improvement, we cannot only focus on quality or cost but we must incorporate all aspects of value as perceived by the customer: innovation, quality, cost, flexibility, quick delivery and a comprehensive view of environmental health and safety.

“Improvement means the elimination of waste, and the most essential precondition for improvement is the proper pursuit of goals. We must not be mistaken, first of all, about what improvement means. The four goals of improvement must be to make things easier, better, faster and cheaper.” —Dr. Shigeo Shingo



SEEK PERFECTION

Perfection is an aspiration not likely to be achieved but the pursuit of which creates a mindset and culture of continuous improvement. The realization of what is possible is only limited by the paradigms through which we see and understand the world.

▶ Examples of Ideal Behaviors

Create long-term solutions rather than leave temporary fixes in place.

Constantly work toward simplifying work.

FOCUS ON PROCESS

All outcomes are the consequence of a process. It is nearly impossible for even good people to consistently produce ideal results with a poor process both inside and outside the organization. There is natural tendency to blame the people involved when something goes wrong or is less than ideal, when in reality the vast majority of the time the issue is rooted in an imperfect process, not the people.

▶ Examples of Ideal Behaviors

When an error occurs, focus on improving the process that created the error.

Ensure that all parts, materials, information and resources are correct and meet specifications before using them in a process.

“Most of what we call ‘management’ consists of making it difficult for people to get their work done.” —Peter Drucker

EMBRACE SCIENTIFIC THINKING

Innovation and improvement are the consequence of repeated cycles of experimentation, direct observation and learning. A relentless and systematic exploration of new ideas, including failures, enables us to constantly refine our understanding of reality.

▶ Examples of Ideal Behaviors

Follow a structured approach to solving problems.

Encourage employees to explore new ideas without fear of failure.

FLOW & PULL VALUE

Value for customers is maximized when it is created in response to real demand and a continuous and uninterrupted flow. Although one-piece flow is the ideal, often demand is distorted between and within organizations. Waste is anything that disrupts the continuous flow of value.

▶ **Examples of Ideal Behaviors**

Avoid creating or having more product or services than are necessary to serve customer demand.

Ensure the resources that are needed are available when required.

ASSURE QUALITY AT THE SOURCE

Perfect quality can only be achieved when every element of work is done right the first time. If an error should occur, it must be detected and corrected at the point and time of its creation.

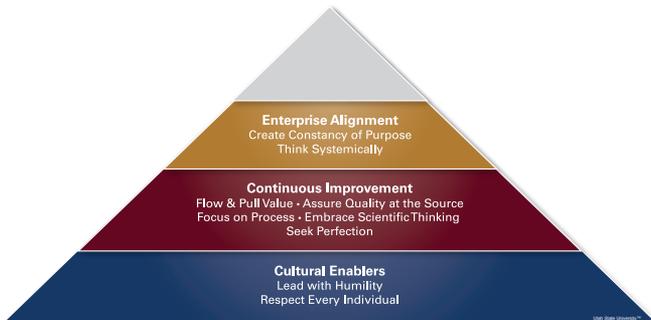
▶ **Examples of Ideal Behaviors**

Organize places of work so potential problems become immediately visible.

Stop work to fix errors before continuing.

ENTERPRISE ALIGNMENT

Now that we've covered the first two dimensions of the *Shingo Guiding Principles™* regarding people and processes, we continue to the third dimension that lists the principles regarding the purpose of an organization. To achieve enterprise excellence, an organization must effectively align every value stream.



THINK SYSTEMICALLY

Through understanding the relationships and interconnectedness within a system we are able to make better decisions and improvements.

▶ Examples of Ideal Behaviors

Eliminate any barrier that prevents the flow of ideas, information, decisions, product, etc.

Ensure the goals and issues for each day are understood by those who are affected.

CREATE CONSTANCY OF PURPOSE

An unwavering clarity of why the organization exists, where it is going, and how it will get there enables people to align their actions, as well as to innovate, adapt and take risks with greater confidence.

▶ Examples of Ideal Behaviors

Clearly communicate the direction and purpose of the organization to all.

Set goals that are connected to the organization's overall goals.

“Business and human endeavors are systems... we tend to focus on snapshots of isolated parts of the system and wonder why our deepest problems never get solved.” —Peter Senge

RESULTS

The fourth and final dimension is Results. Great results are the outcome of following the principles that govern the results. The closer we emulate ideal behaviors, the closer we are to achieving enterprise excellence – consistently delivering ideal results to all stakeholders.



CREATE VALUE FOR THE CUSTOMER

Ultimately, value must be defined through the lens of what a customer wants and is willing to pay for. Organizations that fail to deliver both effectively and efficiently on this most fundamental outcome cannot be sustained over the long-term.

▶ Example of Ideal Behaviors

Work to understand customers’ needs and expectations.

“A relentless barrage of ‘why’s’ is the best way to prepare your mind to pierce the clouded veil of thinking caused by the status quo. Use it often.”

—Shigeo Shingo

SHINGO PRIZE

“It is no longer good enough to be good, we want to be great! The Shingo principles, founded in logic and built over time, have assisted us in moving further towards operational excellence. As we adapted our site to align with these principles, we found ourselves doing things that just make sense. This is testament to the power of the principle-led approach.”

—Pat Kealy, Manager, Operations
Abbott Vascular Division Clonmel
2014 Shingo Prize Recipient

As an effective way to benchmark progress towards enterprise excellence, organizations throughout the world challenge for the Shingo Prize.

Originating in 1988, the Shingo Prize has become the world's highest standard for excellence. This is in response to a systematic process of “raising the bar” beginning in 2008 after a deep study regarding the necessary components of creating a culture that is able to sustain improvements and consistently drive results. Our focus shifted from an emphasis on tool and programmatic assessment toward a complete assessment of the organization's culture. Our volunteer Shingo examiners now focus on determining the degree to which the *Shingo Guiding Principles™* are evident in the behavior of every employee. We observe behavior and determine the frequency, duration, intensity and scope of the desired principle-based behavior. We observe the degree to which leaders are focused on principles and culture and managers are focused on aligning systems to drive ideal behaviors at all levels.

Our focus is unique in the world and is the most rigorous way to determine if an organization is fundamentally improving for the long-term or just going through the motions of another flavor-of-the-month initiative.



SHINGO PRIZE
FOR OPERATIONAL EXCELLENCE



Recipients of our recognition fall into three categories:

SHINGO PRIZE—a worldwide recognized symbol of an organization’s successful establishment of a culture anchored on principles of enterprise excellence;

SHINGO SILVER MEDALLION—those maturing on the journey with primarily a tool and systems focus;

SHINGO BRONZE MEDALLION—those in the earlier stages of cultural transformation with primarily a tool focus.

Most organizations do not wait until they might qualify for the Shingo Prize to challenge; but rather, use this progression as a way to guide their journey of continuous improvement. Many organizations do not intend to ever challenge for the Prize but use the *Shingo Model™* as the highest standard of excellence in the world to which they aspire and hold themselves accountable.

If you are interested in challenging for the Shingo Prize, you may visit <http://shingo.org/recognition/#challengeforprize> to download the Application Guidelines and the Application Form.



“It’s the easiest thing in the world to argue logically that something is impossible. Much more difficult is to ask how something might be accomplished, to transcend its difficulties and to imagine how it might be made possible... go all out in pursuit of ways to do the impossible.”

—Shigeo Shingo

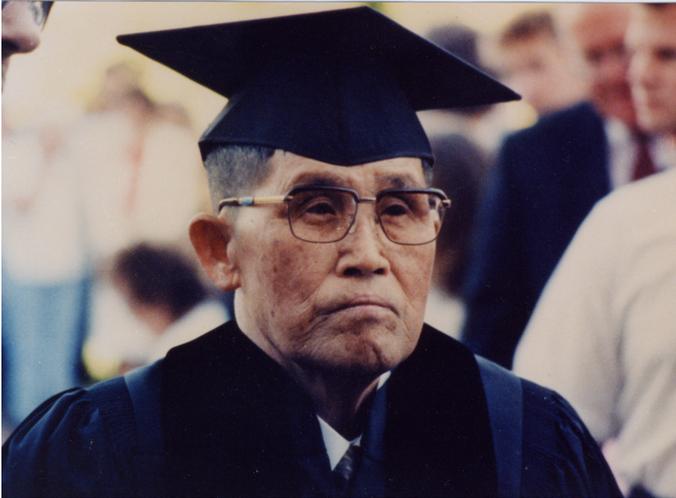


THE
**SHINGO
PRIZE**
for OPERATIONAL
EXCELLENCE

CONCLUSION

The information in this handbook is meant to serve as a high-level introduction to the *Shingo Model*™ and the *Shingo Guiding Principles*™. We hope you have found the information insightful and useful. We also hope the concepts have resonated with you and inspired you on your personal and organizational journey to excellence.

We encourage you to ponder on the ideas we've discussed here and to consider how deepening your understanding of the principles and the associated ideal behaviors might benefit you and your organization for years to come.



“If today is going to be any different from yesterday, we must blaze new trails every day.” —Shigeo Shingo

DIVE DEEPER INTO THE *SHINGO MODEL*™

As there is far more to learn, discuss and experience than we could ever manage to express and include in written form, we invite you to further your education with us. Take a look at the following educational opportunities and select a path that will work best for you and your organization.

LICENSED AFFILIATES

Shingo Institute Licensed Affiliates bring years of experience and a wide array of expertise to our clients. Located throughout the world, they are available to support you on your journey, in your country and in your language. To learn more about each of our affiliates, visit shingo.org/affiliates and contact the affiliate that best matches your needs.

PUBLIC WORKSHOPS

Our Licensed Affiliates offer our **DISCOVER EXCELLENCE**, **ENABLE**, **IMPROVE** and **ALIGN** workshops publicly throughout the world. These workshops are designed to take you deeper into the *Shingo Model*™ and to provide



a more profound understanding of the ideal behaviors necessary to achieve ideal results within your organization. Currently scheduled workshops can be found at shingo.org/education as well as information on registering to attend.

► **DISCOVER EXCELLENCE** Workshop

Our foundational, two-day workshop introduces the *Shingo Model*™, the *Shingo Guiding Principles* and the *Three Insights to Enterprise Excellence*™. With real-time discussions and on-site learning at a host organization, this program is a highly interactive experience. It is designed to make your learning meaningful and immediately applicable as you learn how to release the latent potential in your organization and achieve enterprise excellence.

▶ **ENABLE Workshop**

ENABLE builds upon the knowledge and experience gained at the DISCOVER EXCELLENCE workshop and takes you deeper into the *Shingo Model™* by focusing on the principles identified as Cultural Enablers: Respect Every Individual and Lead with Humility. Cultural enablers make it possible for people within the organization to engage in the transformation journey, progress in their understanding and, ultimately, build a culture of enterprise excellence. Enterprise excellence cannot be achieved through top-down directives or piecemeal implementation of tools. It requires a widespread commitment throughout the organization to execute according to the principles of enterprise excellence.

▶ **IMPROVE Workshop**

Continuous improvement begins by clearly defining value through the eyes of customers. IMPROVE continues the discussion around ideal behaviors, fundamental beliefs and behavioral benchmarks as they relate to the principles of Continuous Improvement: Seek Perfection, Flow & Pull Value, Assure Quality at the Source, Focus on Process and Embrace Scientific Thinking.

▶ **ALIGN Workshop**

To succeed, organizations must develop management systems that align work and behaviors with principles and direction in ways that are simple, comprehensive, actionable and standardized. The sum of individual efforts rarely approximates the effective alignment of the pieces into a single integrated whole. Creating value for customers is ultimately accomplished through the effective alignment of every value stream in an organization. ALIGN concludes the Shingo workshops diving into the principles of Enterprise Alignment: Think Systemically and Create Constancy of Purpose.

PRIVATE WORKSHOPS

Many organizations request privately held, in-house workshops where the learning is specifically centered and focused on their culture. Our Licensed Affiliates are often available to facilitate workshops at your site where they deliver Shingo education and, with years of consulting experience in various industries, can assist you with your specific challenges.

STUDY TOURS

Our Shingo Study Tours to Japan offer you an opportunity to see first-class organizational culture through the lens of the *Shingo Model*[™]. You will see and experience first-hand what is at the heart of this continuous improvement business model through a series of plant tours, workshops and peer networking.



Shingo Study Tours are designed to open your eyes; broaden your vision; deepen your understanding of principles, systems and tools - ultimately transforming attitudes about what is possible with principle-based behaviors. You will visit companies that demonstrate enterprise excellence in fundamentals such as 5S, visual management, problem solving, standardized work, quality at the source, safety, continuous flow, intelligent automation and much more.

To learn more:
shingo.org/education

We also offer private study tours for groups of 12 or more in the U.S.A., Mexico, Brazil, Ireland and Denmark. The agenda can be customized by your organization. All tours include site visits to Shingo recipient companies as well as instruction from the Shingo Institute staff.

To schedule a private tour of your own:
Mary Price: mary.price@usu.edu

Shingo MBA

The Jon M. Huntsman School of Business and the Shingo Institute at Utah State University are pleased to announce a new offering: the Master of Business Administration (MBA Program) with a specialization in Shingo Leadership and Enterprise Excellence (Shingo MBA). This AACSB-accredited, 15-month graduate degree will create value for executive-level professionals by giving them the knowledge and skills to leverage the principles and tools of lean continuous improvement.

Rooted in the philosophies of Shigeo Shingo of Toyota, the Shingo Model has been developed and refined at Utah State University over the past 28 years and is an internationally recognized standard for creating an organizational culture based on philosophies of whole enterprise excellence. This new MBA program utilizes the Shingo Model to help students learn a new way of thinking about value creation and what differentiates organizations that have experienced sustained improvement and consistent delivery of success to their stakeholders.

For more information on the Shingo MBA, visit Huntsman.usu.edu/ShingoMBAwebinar or call (435) 797-3624

INTERNATIONAL SHINGO CONFERENCE

Each Spring the Shingo Institute hosts an international conference that brings together executives and continuous improvement leaders from around the world. The International Shingo Conference offers a selection of pre-conference



workshops, plant tours, keynote speakers and breakout sessions designed to provide ongoing knowledge, insights and experience for organizations in their pursuit of enterprise excellence.

**Learn more about our upcoming conference:
shingo.org/education/#conference**

SHINGO SUMMITS

Shingo Summits are coming to a region near you. We recognize our customers come from all around the world, and to better serve you we are bringing our education and training closer to you. Regional Summits will now be held in Latin America, Europe and China. Each year the summits will move to a new location within each region, and we'll add more regional summits as our outreach expands.

WE'VE MADE A LOT OF FRIENDS OVER THE YEARS.

In various industries and all over the world, we are honored to be a part of the journeys to excellence of many world-class organizations:

HEALTHCARE

Christie Clinic
Cleveland Clinic
Denver Health
Lehigh Valley Healthcare
Northern Arizona Health
ThedaCare Center for
Healthcare Value
Toyota Memorial Hospital
Martin's Point Health Care

SERVICE

Export Development
Canada
Overstock.com
State Farm
TD Ameritrade
TIAA-CREF
UL

MANUFACTURING

3M
Abbott
Autoliv
The Boeing Company
Boston Scientific
Baxter Healthcare
Daimler
Delphi
Edwards Vacuum
GE
Goodyear
Jaguar
Land Rover
John Deere
Johnson & Johnson
Leyland Trucks
Lockheed Martin
Lundbeck
Novo Nordisk
OC Tanner
Pentair
Rexam
US Synthetic
Visteon

Shingo Institute
Jon M. Huntsman School of Business

Utah State University
3521 Old Main Hill
Logan, UT 84322-3521
(435) 797-2279
www.shingo.org

The Shingo Institute is part of the Jon M. Huntsman School of Business at Utah State University and named after Japanese industrial engineer Shigeo Shingo.

Visit Shingo.org and get on our e-mail list to receive the Shingo Institute newsletter. You'll get useful articles, workshop schedules, event announcements, award notifications and more.

Recent Shingo Prize Recipients

Shingo Prize

Awarded in 2015

Envases Universales Rexam de Centroamerica, S.A. Amatitlan, Guatemala

Awarded in 2014

NewsUK - Newsprinters Ltd Holytown, Motherwell, UK
Barnes Aerospace OEM Strategic Business Ogden, Utah

DePuy Synthes Ireland Cork, Ireland
Abbott Vascular Clonmel, Tipperary, Ireland

Silver Medallion

Awarded in 2014

Rexam Beverage Can South America,
Jacareí
Jacareí, São Paulo, Brazil

PyMPSA Plásticos y Materias Primas
Guadalajara, Jalisco, Mexico

Rexam Healthcare, Neuenburg
Neuenburg am Rhein, Germany

Rexam Beverage Can, Enzesfeld
Enzesfeld, Vienna, Austria

Boston Scientific, Maple Grove
Maple Grove, Minnesota

Vale Europe Ltd., Clydach Refinery
Clydach, Swansea, UK

Awarded in 2013

MEI Queretaro
El Marques, Querétaro, Mexico
Pentair Water Pool and Spa
Moorpark, California

Rexam Beverage Can South America,
Manaus Ends
Manaus, Amazonas, Brazil

Bronze Medallion

Awarded in 2015

Boston Scientific, Costa Rica
El Coyol, Alajuela, Costa Rica
Carestream Health, Yokneam
Yokneam, Israel

Awarded in 2014

Lundbeck Pharmaceuticals Italy S.p.A.
Padova, Italy

Vistaprint Deer Park Australia
Derrimut, Victoria, Australia

Corporation Steris Canada
Québec, QC, Canada

Autoliv (China) Inflator Co., Ltd.
Shanghai, China

Rexam Beverage Can South America
Rio de Janeiro

Awarded in 2013

Covidien
Athlone, Ireland

Letterkenny Army Depot, Force Provider
Chambersburg, Pennsylvania

For a full list of recipients visit shingo.org/awards

JON M.
HUNTSMAN
SCHOOL OF BUSINESS

UtahStateUniversity



THE SHINGO PRIZE

for OPERATIONAL EXCELLENCE™

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