

**TO WHOM IT MAY CONCERN**  
**5 September 2017**

**This is to certify that Anderson & Kerr Engineering (Pty) Ltd, of Boksburg in Gauteng, South Africa, recently engaged the services of the Workplace Challenge Programme of Productivity SA.**

**Productivity SA's value proposition to South African enterprises includes promoting a culture of productivity in the workplace as well as improving productivity competencies and operational efficiency of enterprises.**

**The Workplace Challenge (WPC) Programme is a Kaizen / Continuous Improvement Programme similar to the Toyota Production System. The WPC Programme is based on the 20 Keys® World Class Manufacturing System, which was originally developed by the PPORF (Practical Programme of Revolutions in Factories) Development Institute (PDI) of Japan.**

**The WPC programme is composed of modules aimed at coaching participating enterprises towards establishing a World-class Change Management System; Sound Leadership practices; Goal Alignment throughout the enterprise; Cleaning & Organising practices (or 5S and eliminating Waste); and Teamwork (Small Group Activities for Innovation).**

**The outcome of the Workplace Challenge Programme is usually an enterprise that has established a Continuous Improvement Culture based on:**

- ***Leadership practices that promote teamwork, employee participation, continuous learning and flexibility;***
- ***Simultaneous improvement of Quality, Speed/Delivery; Cost And Morale aligned to overall business strategic intent;***
- ***Establishing close links with suppliers and customers;***
- ***Linear (Kaizen) and non-linear (Kaikaku) improvement initiatives;***
- ***Eliminating all forms of waste and making value flow.***

**The Impact of the WPC Programme can usually be observed in the Bottom Line of Participating enterprises, in the form of:**

- ***Improved Product Quality***
- ***Improved Cost structure***
- ***Improved Delivery / Speed / Lead Times***
- ***Improved Morale (Attendance / innovative ideas generated by employees).***



**Justice Tshifularo**  
**Senior Manager: Workplace Challenge Programme**

BOARD MEMBERS: Mr M. Mdwaba (Chairperson); Mr M. Mothiba (CEO); Mr N Vermeulen; Ms I. Phaladi; Mr N Mbongwe; Ms L. Reddy; Ms E. Tloane; Ms J. Vass

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