



Challenging for The Shingo Prize

Please refer to the Model and Application Guidelines booklet for full details of the process for challenging. All forms and examples can be downloaded from the web site www.shingoprize.org.uk.

Step 1 - Eligibility

Does your business meet the eligibility criteria?

- Is it the entire enterprise or a separate organisational unit?
- Has it been operating long enough to establish stability?
- Does it have sufficient performance data to demonstrate stability (normally at least 3 years)?

If you want to have a greater level of confidence that you are ready to challenge you may wish to consider having The Manufacturing Institute carry out an Operational Excellence Gap Analysis. Details of this are available on the web site.

Step 2 - Training

Attend the two-day Shingo Prize Principles of Operational Excellence Workshop to gain a comprehensive knowledge of the Model and Application Guidelines, the Shingo Prize Model, writing the Achievement Report and the process for site verification visits. Attending the workshop is not compulsory but strongly recommended for all challengers. The current cost of attending the workshop is available on the website. A discount of 15% applies for 5 or more participants (writing an Achievement Report is more than a one person task). The workshop is available both as an open course and also in-company. Further details are available on the web site.

Step 3 - Application

Submit your application. This may be up to one year before you intend to submit your Achievement Report and should include:

- Application or Re-application Form
- A Profile Sheet – 2 page company profile formatted as per the examples on the web site
- Business Measures Form – at least 3 years of performance metrics



The application will be reviewed for eligibility and a Notice of Eligibility confirmation will be sent to you. No fees are payable at this stage.

Step 4 – Achievement Report

When you have received confirmation of eligibility and are confident about your challenge you will need to prepare an Achievement Report. This should be written in a format that closely aligns to The Shingo Prize Model and up to 50 pages in length (refer to the Model and Application Guidelines booklet for guidance on content and required attachments). The application fee below is due with the report. Details of the current fees are available on the web site.

Step 5 - Assessment

Your Achievement Report will be assessed by at least one senior Shingo Prize Examiner, completely independent from the Prize administrators. This assessment will determine if your challenge will receive a site verification visit. You will normally be notified within 30 days if a site visit has been granted. This will normally take place between 30 and 60 days of notification. The site visit fees are due in advance of the visit. Details of the current site visit fees are available on the web site. If you are unsuccessful you will receive feedback on your Achievement Report.

Step 6 – Site Assessment Visit

Depending on the size of the challenging entity, a team of 4-6 Shingo Examiners will spend on average two days on site verifying, clarifying and amplifying the information contained within the Achievement Report. Based on the results of the site assessment, the Board of Examiners will recommend the applicant to the Executive Committee for an award:

- Shingo Bronze Medallion scoring 575 – 674
- Shingo Silver Medallion scoring 675-774
- The Shingo Prize scoring 775+

Step 7 – Result and Feedback

You will be notified within 30 days of the site visit on the decision of The Shingo Prize Executive Committee of your recipient status. Challengers will then receive the written feedback report and where possible a feedback presentation by a Lead Examiner.

Step 8 - Recognition

Official recognition will be given at the annual UK/US Shingo Summit and Awards Ceremony where you will be presented with your award.



Frequently asked questions

How do I know if we are good enough to challenge for the Prize? The Shingo Prize achievement criteria generally do not prescribe one single best method, system, or route to attaining excellent-to-world-class status. Rather, each element of the criteria lists practices and techniques that might be incorporated to achieve a world-class level of quality, cost, delivery, and business results. Lean manufacturing is clearly viewed as the best paradigm for achieving Operational Excellence. If you wish to have a higher degree of confidence that you are ready to challenge for Shingo recognition then you may want to consider having The Manufacturing Institute carry out an Operational Excellence Gap Analysis. Details of this are available on the web site.

What kind of organisations can challenge for the Shingo Prize? The Shingo Prize Model is meant to be flexible and is open to challengers from all industries; public or private sector; profit or non-profit arena and individual site or the entire business enterprise. Because of this flexibility, some aspects of the Shingo Prize Model may be more applicable to a particular organisation than it would be to others.

How long does it take to complete a challenge? The timescales involved depend to a large extent on the lean maturity of the organisation and how easily it can demonstrate that it meets the criteria outlined in the Shingo Prize Model. If you have the lean systems in place and can show a track record of business results, then the process can be relatively short. Typically, a lean mature organisation will take six months preparing their achievement report and can receive notification of their award status in a further three months.

Where can I get training and support to help me prepare my challenge?

The Shingo Prize Principles of Operational Excellence 2-day Workshop is run frequently throughout the year as an open course. For in-company workshops they can be run on demand. In addition The Manufacturing Institute (TMI) offers a 1-day overview workshop for organisations who want to raise the level of awareness across their business in advance of a challenge. TMI also offer four 2-day workshops supporting the Shingo Dimensions of Operational Excellence.

How much will the challenge cost?

The cost depends on the size of your organisation. What category will you be challenging under?:

- Small – independent entity with less than 50 employees
 - Medium – independent entity with between 50 and 250 employees
 - Large – more than 250 employees or part of a larger group
- The current prices for each category are available on the web site.

Who are the Shingo Prize Examiners?

The Board of Examiners consists of practitioners and academics who have a sound understanding and experience in the application of lean improvement concepts, systems, and techniques. There are five levels of examiner starting with Entry Level Examiner requiring a minimum of three years lean improvement experience ranging up to Leader and Mentor level which requires a multitude of criteria from seven years experience and participation in at least six site verification visits. A large number of examiners come from either Shingo Prize recipients or challengers.

Who is on the Executive Committee?

The Executive Committee consists of leading representatives of businesses, professional organisations and academic institutions who ratify Prize recipients based upon the recommendations of the Board of Examiners. Members of the Committee are experts in the field of operational excellence.

What do I get if I am successful?

The real prize is the exceptional business results and customer satisfaction that comes from using the Shingo Prize Model as a catalyst for change. Recognition of this achievement is provided in the form of the Shingo Bronze Medallion, the Shingo Silver Medallion or The Shingo Prize which is awarded at the annual UK/US Shingo Summit.

What do I get if I am unsuccessful?

All challengers will receive a comprehensive feedback report prepared by and in most cases presented in person by the Lead Examiner. This will highlight any areas where the Examiner Board feels that further improvements could be made. Unsuccessful challengers are encouraged to continue with their lean journey and re-apply at a later stage.

Can I appeal if I am unsuccessful?

Decisions made by the Executive Committee are final and not subject to appeal.

How do I become a Shingo Prize Examiner?

Periodically there will be calls for applications to become a Shingo Prize Examiner. Applicants must have significant experience with the tools, systems and principles of lean and provide evidence of leadership of rapid improvement events or kaizen events with documentation of results and activity. You will need to attend the two-day Shingo Principles of Operational Excellence workshop and complete one site verification visit resulting in a satisfactory team leader evaluation. An application form is available on the web site. This should be submitted with a full CV and non-disclosure agreement to the Administration Office.