

Africa Kaizen Annual Conference 2021

*“Opportunities to Accelerate Industrialization and Trade in Africa:
Streamlining Kaizen/QPI with Digital Technologies, Start-ups,
SME Development, and Home-Grown Economic Activities in Africa”*

Panel Discussion

**“How to Strengthen the Competitiveness of African Firms and Businesses in the Global Economy,
and the Roles of Stakeholders in a Changing Environment.”**

24 August 2021

Toru Homma

Senior Advisor on Private Sector Development, JICA



Reasons or issues that bring about the lack of competitiveness of African firms or business in the global economy/market



Internal Factors

**Weak Firm Capability
(Management, Technical)**

Weak Entrepreneur Capability for Innovation



Access Factors

**Lack of Access to Global Business
(Trade & Investment)**

Lack of Access to Finance



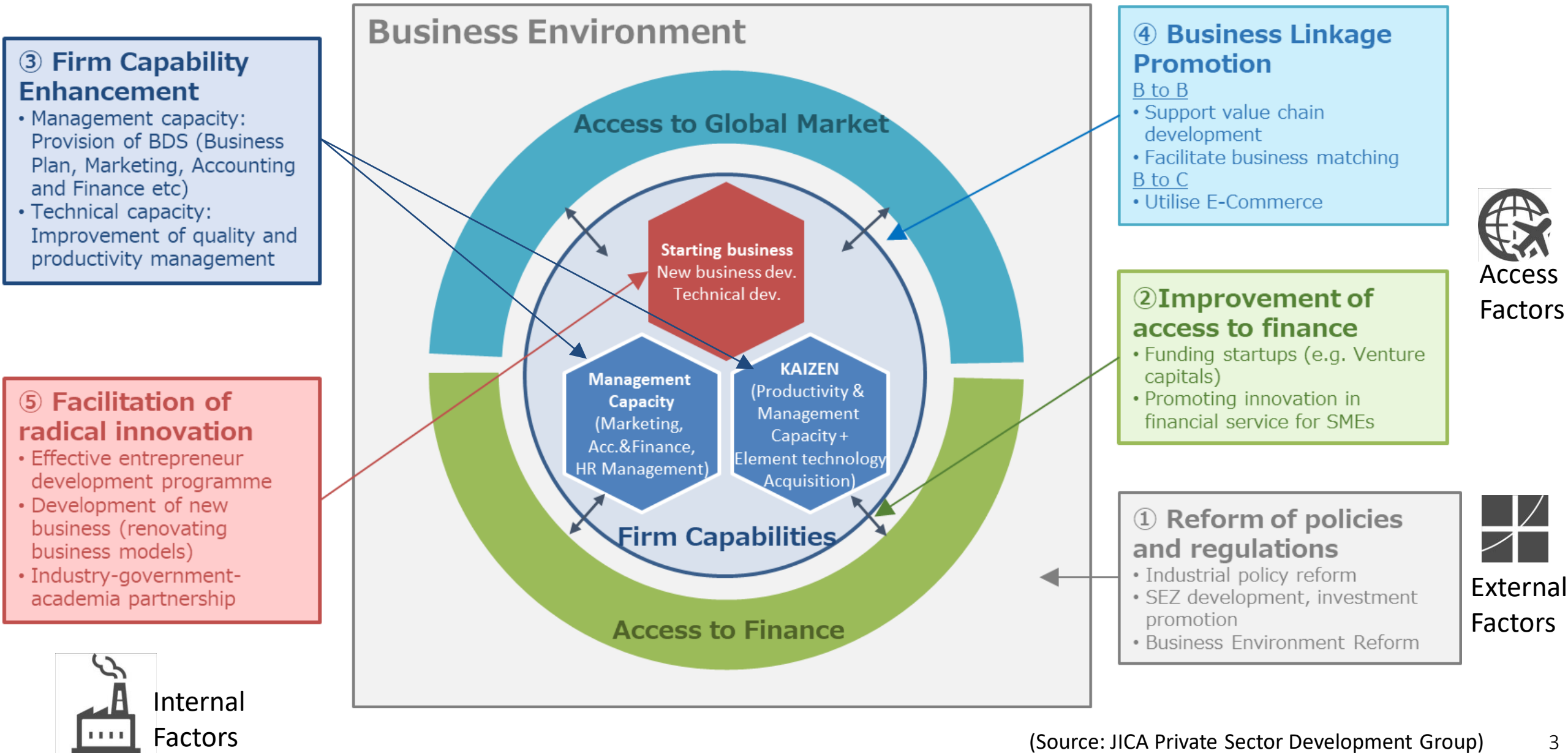
External Factors

**Unfavorable Business Environment
(incl. Policies & Regulations)**

Fundamental External Issues (incl. Security, Climate, Population etc.)

Comprehensive approach of private sector development

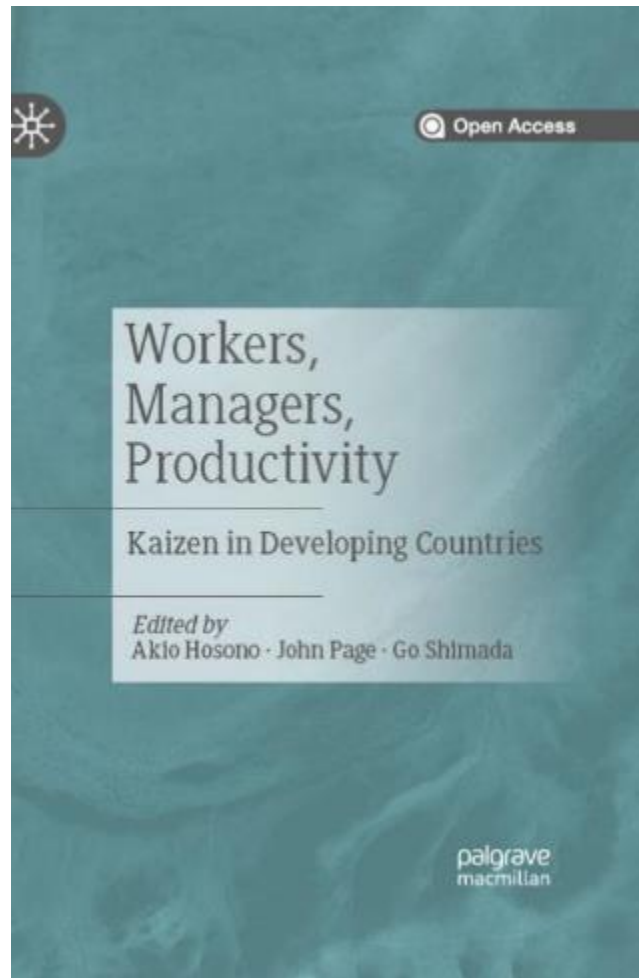
- **5 critical approaches** for strengthening competitiveness by JICA with partners -



(For reference) *How Kaizen can contribute to strengthening competitiveness of firms*

“Workers, Managers, Productivity: Kaizen in Developing Countries”

- Edited by Akio Hosono, John Page and Go Shimada (2020); GDN-JICA RI joint research -



Chapter 1: Overview

Akio Hosono, John Page, Go Shimada

Chapter 2: Industrial Policy, Firm Capabilities and Kaizen

John Page

Chapter 3: Kaizen towards learning, transformation, and high-quality growth: insights from outstanding experiences

Akio Hosono

Chapter 4: Why is Kaizen Critical for Developing Countries? – Kaizen as a Social Innovation in the Era of Global Inequality

Go Shimada

Chapter 5: Kaizen promotion in Ethiopia

Kimiaki Jin

Chapter 6: Kaizen Dissemination through the Government and Private Sector in Southeast Asia: Malaysia, Indonesia, and Myanmar

Toru Homma

Chapter 7: Opportunities for Kaizen in Africa, Developing the Employability of African Youth through Kaizen

Momoko Suzuki, Eriko Sakamaki

Chapter 8: The Role of Kaizen in Participation in the Global Value Chain: The Case in Mexico

Keiji Katai

Chapter 9: Enhancing Learning through Continuous Improvement: Case Studies of the TPS in South Africa

Keiji Ishigame

Chapter 10: Does Management Matters? An Assessment of Kaizen in Brasil

Filipe Lage de Sousa, Mauricio Canêdo-Pinheiro, Bernardo Pereira Cabral, Glaucia Estefânia de Sousa Ferreira

Chapter 11: Kaizen for Small and Medium Sized Enterprises in Vietnam

Vu Hoang Nam, Nguyen Thi Tuong Anh, Doan Quang Hung

Chapter 12: Management Practices and Performance Improvement in Manufacturing Enterprises: The Case in Ghana

Charles Godfred Ackah, Richmond Atta-Ankomah, Johnson Appiah Kubi

Chapter 13: Consequences of Kaizen practices in MSMEs in the Philippines:

Nestor O. Raneses, Nelson G. Cainghog, Mili-Ann M. Tamayao, Kristine Mae C. Gotera

Open Access: <https://www.palgrave.com/gp/book/9789811503634>

“Given its wide range of case studies from across Africa, Asia and Latin America, the book showed evidence in both large and smaller firms that Kaizen resulted in productivity and quality improvements and in some cases, that it enabled firms to upgrade their position in global value chains.”