

# Key Factors for Successful Kaizen/QPI Movements

## East Asian Experience and Implications for Strengthening AKI-COEs in Africa

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# Kaizen/QPI Movements: Why Necessary?

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- Industrialization requires society-wide transformation
- Importance of **Kaizen/QPI movements** as a way to stimulate private sector dynamism
  - Changing popular mindset (hard work, team work & creativity...)
  - Diffusion of production management technology
- Good examples of Kaizen/QPI **national** movements: postwar Japan & Singapore.
- In East Asia, **regional diffusion** of Kaizen has taken place primarily through private sector channel (Japanese FDI), combined with ODA & related institutions (JICA, AOTS, JPC, JUSE, APO...).

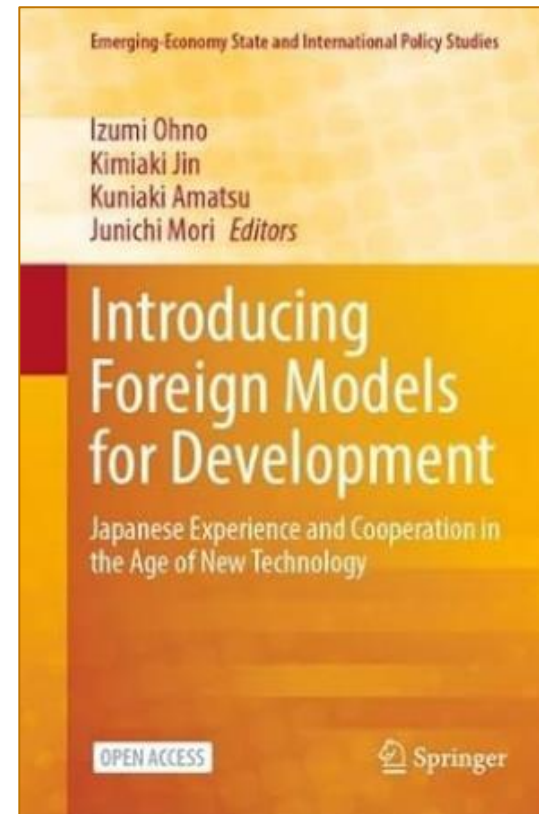
- ❑ In Africa, AKI countries have introduced Kaizen/QPI activities. How can they be elevated to **national** movements, and eventually the **continental** level?
- ❑ What are key factors for successful Kaizen/QPI movements? What do the existing experiences tell us?

## Book chapters related to Kaizen/QPI Movements



*Promoting Quality and Productivity Improvement in Africa* (Eds. Jin & Ohno, 2022), JICA Ogata Research Institute  
[https://www.jica.go.jp/jica-ri/ja/publication/booksandreports/20220210\\_02.html](https://www.jica.go.jp/jica-ri/ja/publication/booksandreports/20220210_02.html)

- Ch. 1: Jin & Ohno
- Ch. 2: Ohno & Mekonen
- Ch. 3: Mekonen
- Ch. 4: Kikuchi
- Ch. 5: Faull
- Ch. 6: Takeuchi
- Ch. 7: Jin



## Just Published !

*Introducing Foreign Models for Development: Japanese Experience and Cooperation in the Age of New Technology* (Eds. Ohno, Jin, Amatsu & Mori, 2023), Springer  
<https://link.springer.com/book/9789819942374>

- Ch. 4: Ohno & Mekonen
- Ch. 7: Kikuchi
- Ch. 9: Jin
- Ch.10: Homma

# 'Success' Factors for Kaizen/QPI Movements (Ohno & Mekonen 2022 Ch. 2 / 2023 Ch.4)



- Japan and Singapore took different approaches to promoting QPI movements.
  - Postwar Japan (1950s): **Private organizations** (JPC, JUSE, JMA, etc.) served as core organizations
  - Singapore (1980s): **Govt.** created the core organization (NPB, etc.); recently fully transferring the task to private organization
- But, there are '**six success factors**' for national QPI movements:

- National commitments for QPI movement
- Institutional infrastructure for QPI movement
- Grass-roots awareness raising and participation
- Standardized training & consulting programs
- Industry-academia-government partnership for QPI movement
- Developing private sector capability to sustain QPI

# Critical Role of Core Organizations

## What?

- Massive campaign for mindset change
- Training & consulting programs and materials (standardization)
- Mechanism for nationwide outreach
- Developing private sector capability

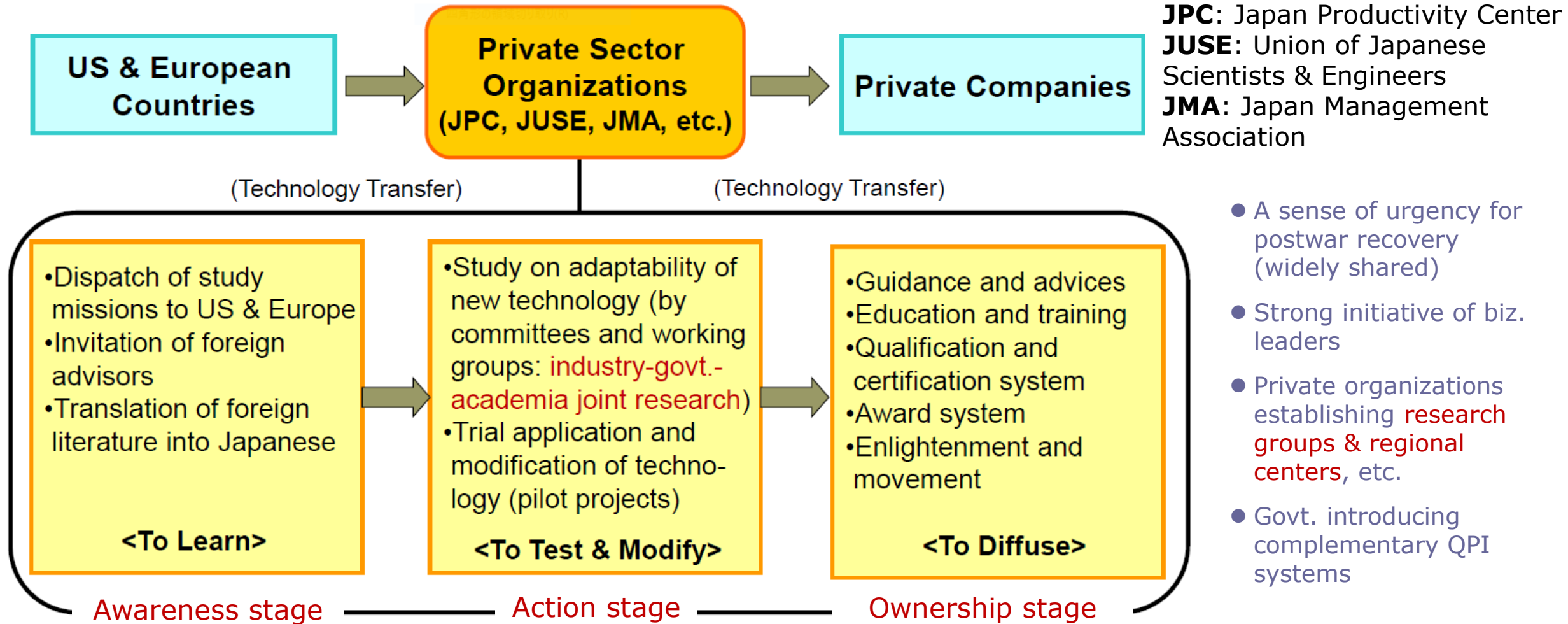
## How?

- **Translative adaptation** (*learn foreign models, modify & adapt them to create a homegrown model*) = customization
- Industry-academia-govt. partnership

**Core Organizations for  
Promoting Kaizen/QPI Movements**



# Japan (Private-sector led model): Three-stage Process of Kaizen/QPI National Movements



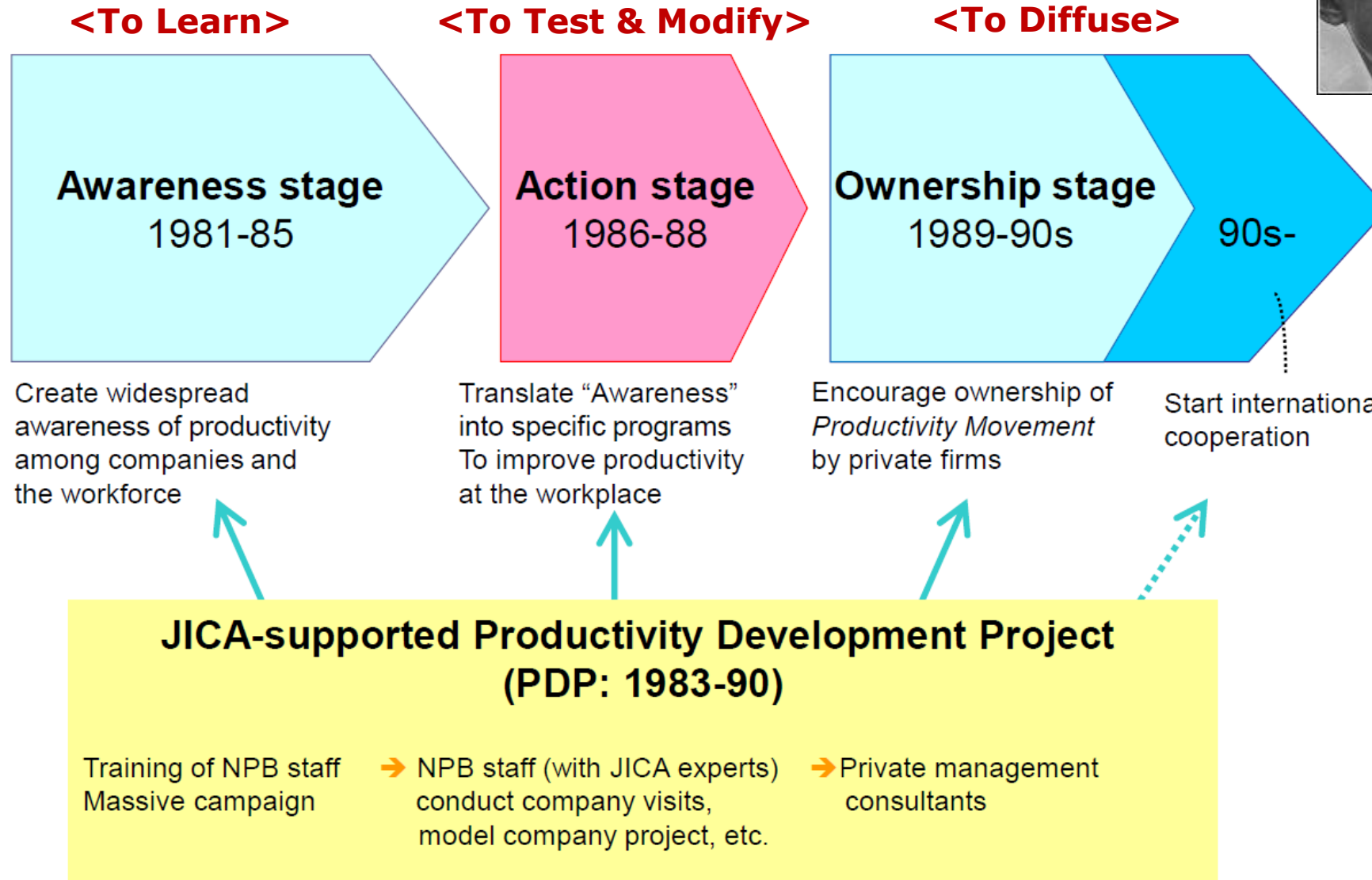
Source: Adapted from Tsuyoshi Kikuchi "The Roles of Private Organizations in the Introduction, Development and Diffusion of Production Management Technology in Japan" (original paper published in the Bulletin of the Graduate School of International Cooperation Studies No. 4, 2011, Takushoku University).



# Singapore (Govt.-led model): Three-stage Process of Productivity Movement

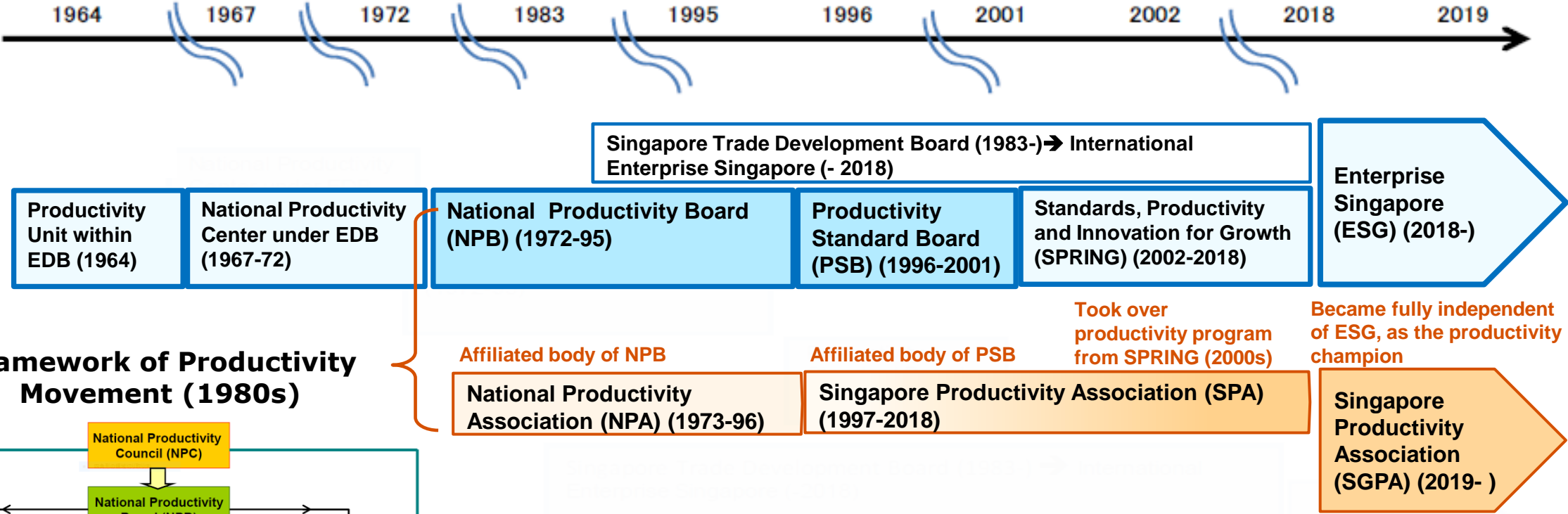


The task of the leaders must be to provide or create for them a strong framework within which they can learn, work hard, be productive and be rewarded accordingly. And this is not easy to achieve. (Lee Kuan Yew)

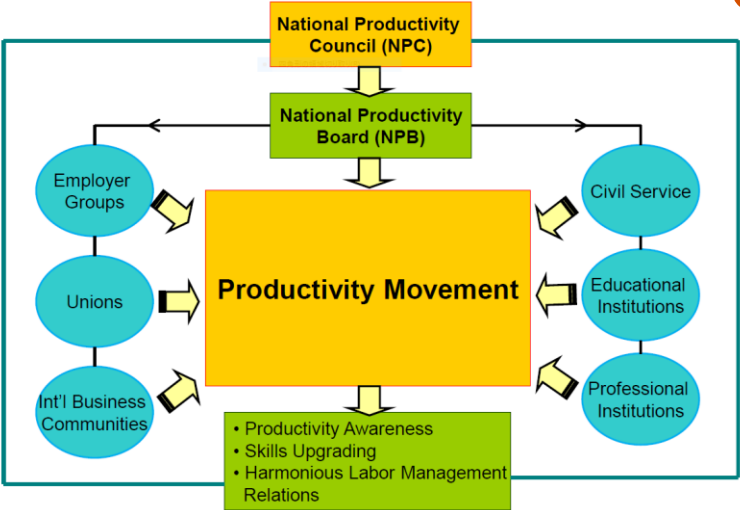


- 1979: PM Lee Kuan Yew stated "Workers here are not as proud of or as skilled in their jobs compared to Japanese or Germans."
- 1981: LKY studied Japanese practices, met Mr. Goshi (JPC chairman) and asked for cooperation  
→ **Productivity Movement launched**
- 1981: National Productivity Council (NPC) established, with high-level members from govt., employers, unions & academia
- 1981-87: November is designated as Productivity Month; LKY delivers his annual speech on productivity for seven consecutive years

# Singapore: Evolution of Productivity Organizations



## Framework of Productivity Movement (1980s)



**Gradually, private organization assuming the role of productivity champion**

Source: Elaborated by the author, based on various information.



# AKI Countries Viewed from Six 'Success' Factors

(Mekonen 2022, Ch.3)



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|--|---|
| <b>National commitment</b>                               | Some countries exhibit strong political commitment, but budget allocation for Kaizen remains limited in many cases.   |
| <b>Institutional infrastructure</b>                      | Diverse institutional features of core organizations: <ul style="list-style-type: none"><li>• Ethiopia &amp; Zambia: dedicated institutions</li><li>• Tunisia, Tanzania, Kenya, &amp; Ghana: units/counterparts within ministries &amp; institutions (often related to SME support)</li><li>• Cameroon: linked with national BDS delivery system (use of private consultants)</li><li>• South Africa: Automotive Industry Development Center (AIDC)</li></ul> |
| <b>Grass-roots awareness raising &amp; participation</b> | Only a few countries have a clear strategy for learning, customizing, and disseminating Kaizen  |
| <b>Standardized training &amp; consulting programs</b>   | Wide country differences in the duration of CRT and ICT   |
| <b>Industry-academia-govt. partnership</b>               | Involvement of scholars in Kaizen practices remains low   |
| <b>Development of private sector capability</b>          | Insufficient attention to fostering capable local private Kaizen consultants  |

# Features of Core Organizations and Their Implications for 'Advanced' Kaizen Dissemination (Kikuchi 2023, Ch.7)

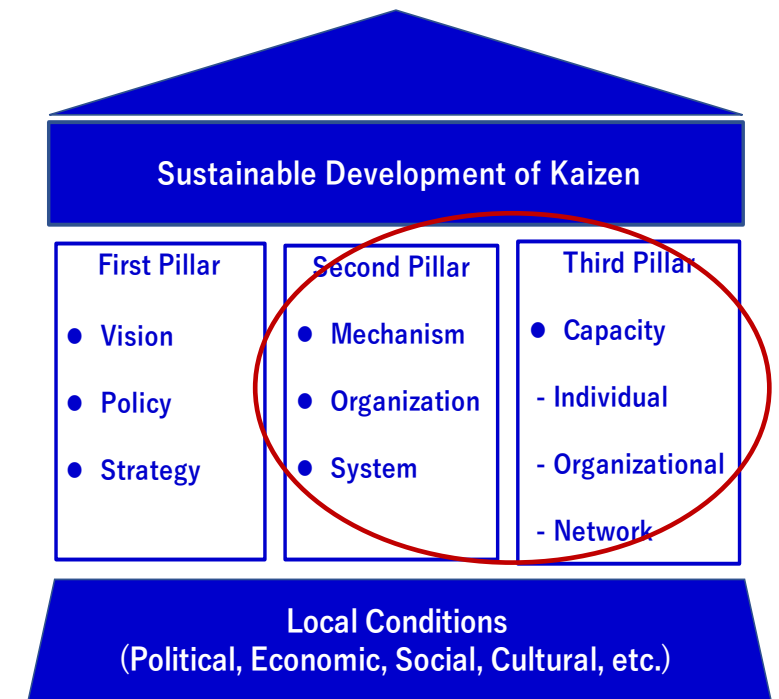


□ Kikuchi analyzed 10-year achievements of Kaizen projects in Ethiopia & Tunisia, in light of three pillars.

□ His findings of core organizations include:

- Different organizational structure with implications for developing **advanced-level Kaizen capacity**
- **'Collaborative type'** (Tunisia): UGPQ/UGPQP, linked with 8 national technical centers vs. **'Independent type'** (Ethiopia): permanent EKI/KEC, recent efforts to link to BDS & industrial development institutes
- Need to enhance **industry-academia-govt. 'network capacity'** because there is a limit to core organization alone (for translative adaptation & Kaizen dissemination)

Three Pillars for Sustainable Development of Kaizen (Source: Kikuchi 2023)



# From National Movements to Regional Diffusion

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- Africa faces a **dual challenge** of promoting **national** Kaizen/QPI movements and **regional diffusion simultaneously**
- **Regional Centers of Excellence (COEs)** play a vital role in accelerating these twin tasks:
  - Supporting capacity development of the existing (& new) core organizations
  - Knowledge sharing among COEs (standardization for regional diffusion)
- Importance of **private-sector channel** – need to promote engagement of biz./industry associations
- **Political commitment** is also critical – need to engage African ‘developmental’ leaders
  - Awareness raising at the continental level
  - Links to industrialization strategy, AfCFTA implementation

# Final Remarks

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- **Be mindful of three stages: awareness → action → ownership**
  - Translative adaptation at the continental level
  - QPI instruments & technology, institutional arrangements
- Unique role of AKI/AKAC as a **multi-stakeholder platform** (e.g., industry, academia, govts & organizations, external partners...)
  - Mutual learning & networking for translative adaptation
  - Catalyzing cooperation for capacity building (for COEs and others)
  - Promoting joint research with academia and biz./industry associations
- AfCFTA implementation can be a driver for political & policy engagement, private sector engagement for QPI—toward a common goal of enhancing Africa's industrial competitiveness
  - Key role of AUDA-NEPAD in promoting holistic approach

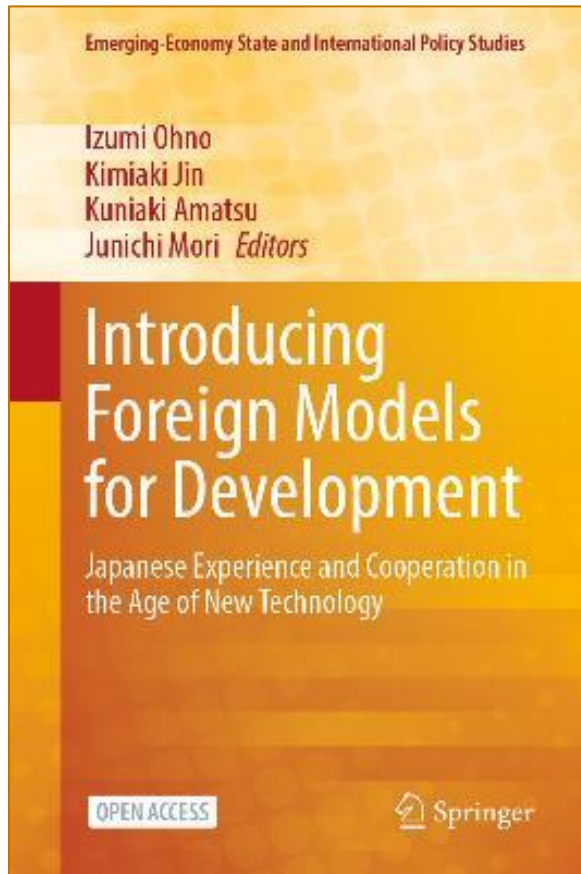
**THANK YOU !**

# Introducing Foreign Models for Development:

Japanese Experience and Cooperation in the Age of New Technology

<https://link.springer.com/book/9789819942374>

**For more information, please read !!!**



## **PART I: Overview of Translative Adaptation in the Industrialization**

- Ch 1. Introducing Foreign Models for Development: A perspective from Translative Adaptation
- Ch 2. Industrial Policies for Learning, Innovation, and Transformation: Insights from Japan and Selected Countries

## **PART II : Concrete Case Studies of Translative Adaptation and Local Learning**

- Ch 3. Japan's State Learning in the Meiji Period from the Vision Perspective
- Ch 4. National Movements for Quality and Productivity Improvement with Local Adaptation: The Experience of Japan and Singapore
- Ch 5. Bilateral Policy Dialogue: Japanese Cooperation for Enhancing Industrial Policy Capacity
- Ch 6. Industry Engagement in TVET and the Japanese Cooperation in Vietnam: The Case of Hanoi University of Industry
- Ch 7. Promoting *Kaizen* in Africa: 10-Years of Experience of Japanese Cooperation in Tunisia and Ethiopia
- Ch 8. Thailand's Experience of Learning Industrial Technologies and *Monodzukuri* Education with Localization

## **PART III: Translative Adaptation in a Changing World**

- Ch 9. *Kaizen* and Non-cognitive Skills Development in Africa in the Age of Digitalization
- Ch 10. New Industrial Landscape: Implications for Industrial Policy and Japanese Industrial Development Cooperation