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Director,

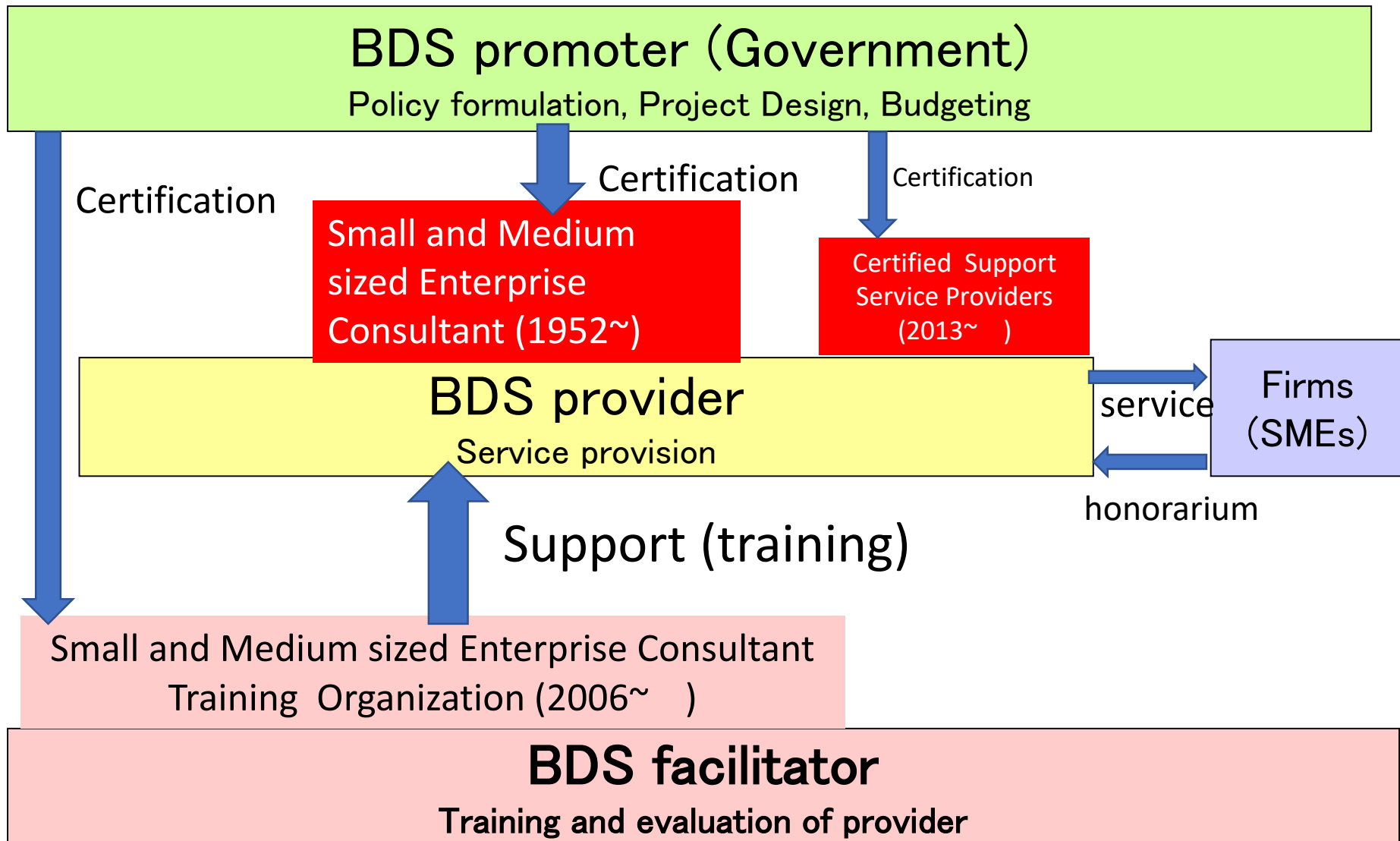
Management Training Division in charge of Certified Small & Medium Enterprise Consultant training section and

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Certified Small & Medium Enterprise Consultant

*ChuSanRen(Central Japan Industries Association based in Nagoya, Aichi) is an training and consultation organization, which provides TPS based training and consultation to its members.

Business Development Service (BDS) in Japan in relation to my job in my organization ChuSanRen



This book is characterized by the following features.

1. Comprehensiveness

- Empirical studies on the effectiveness of Kaizen implementation in industrializing countries
- Targeted **countries** differ in economic growth stage, like Malaysia, Indonesia and Myanmar in Asia.
- The researches introduced in this book cover industrializing countries in different **regions** including Asia, Latin America and Africa.
- Targeted **businesses** cover both big businesses and SMEs in industrializing countries.

2. Reader-friendly

- Easy-to -understand English
- Overview of the book and conclusion in each chapter is included.
- Brief introduction of research method like interview, questionnaire and so on
- Each author's argument is supported by data obtained in the researched and illustrated by a number of graphs and charts

3. Challenging notion and schemes are introduced.

- Government-led Kaizen model in Malaysia and Private sector-led model in Indonesia
- Diffusion of Kaizen approaches from multinational enterprises to local suppliers in Mexico
- Employability enhancement of young workforces through Kaizen in South Africa

Effectiveness of Kaizen

Indonesia :Private sector-led Indonesian

JICA 2017 survey in Indonesia to 262 companies

Kaizen Engagement Index (KEI) =

1. Kaizen/5S implementation:

How far a company implements Kaizen/5S by themselves.

+

2. Access to information/service/support for Kaizen/5S via its customers.

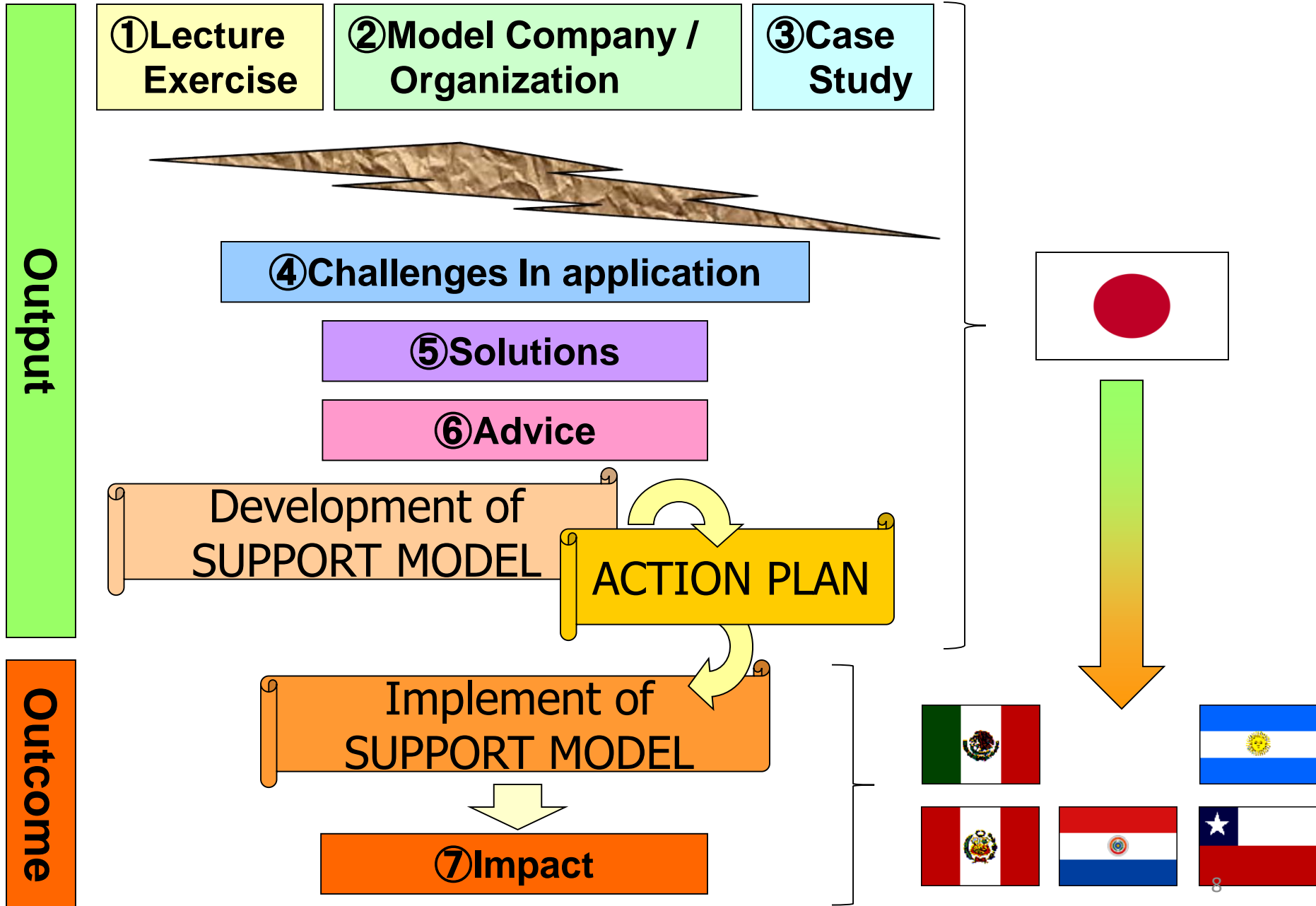
4. Further study on this subject I hope should be explored by researchers

- Identification of inhibiting factors to Kaizen dissemination like work culture and HRM practices in each country
- Kaizen practices not only in factories, but also in sales, administration and research divisions should be targeted.
- Kaizen approaches in digitalized business culture
- Researches conducted by non-JICA related organization to eliminate biases

5. Implications to training providers such as BDS (business development services) providers

- This book suggests that outcome of training course sponsored by JICA and implemented by Central Japan Industries Association (ChuSanRen) may be validated by the research method introduced in the book
- The research conclusions may explain benefits of Kaizen training sponsored by JICA to Japanese taxpayers.

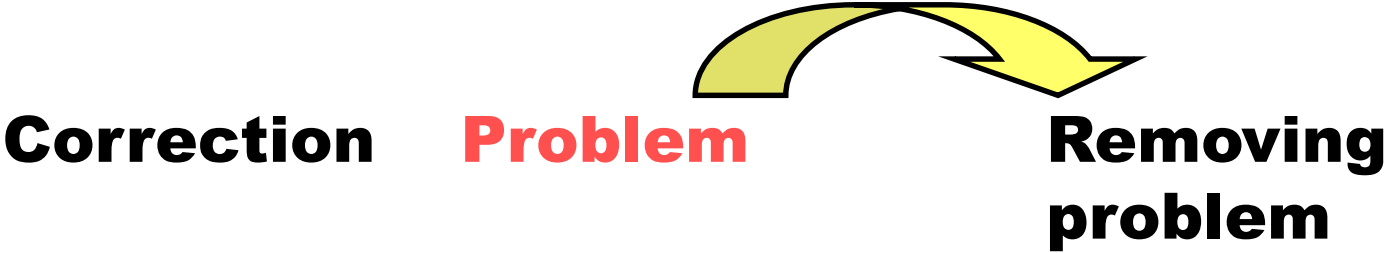
Output and Outcome of BDS training course



Kaizen:

**Removing root cause
to prevent its
reoccurrence of the
problem to achieve
higher quality and
productivity**

Kaizen (Corrective action) vs Correction



Kaizen (Corrective action)

