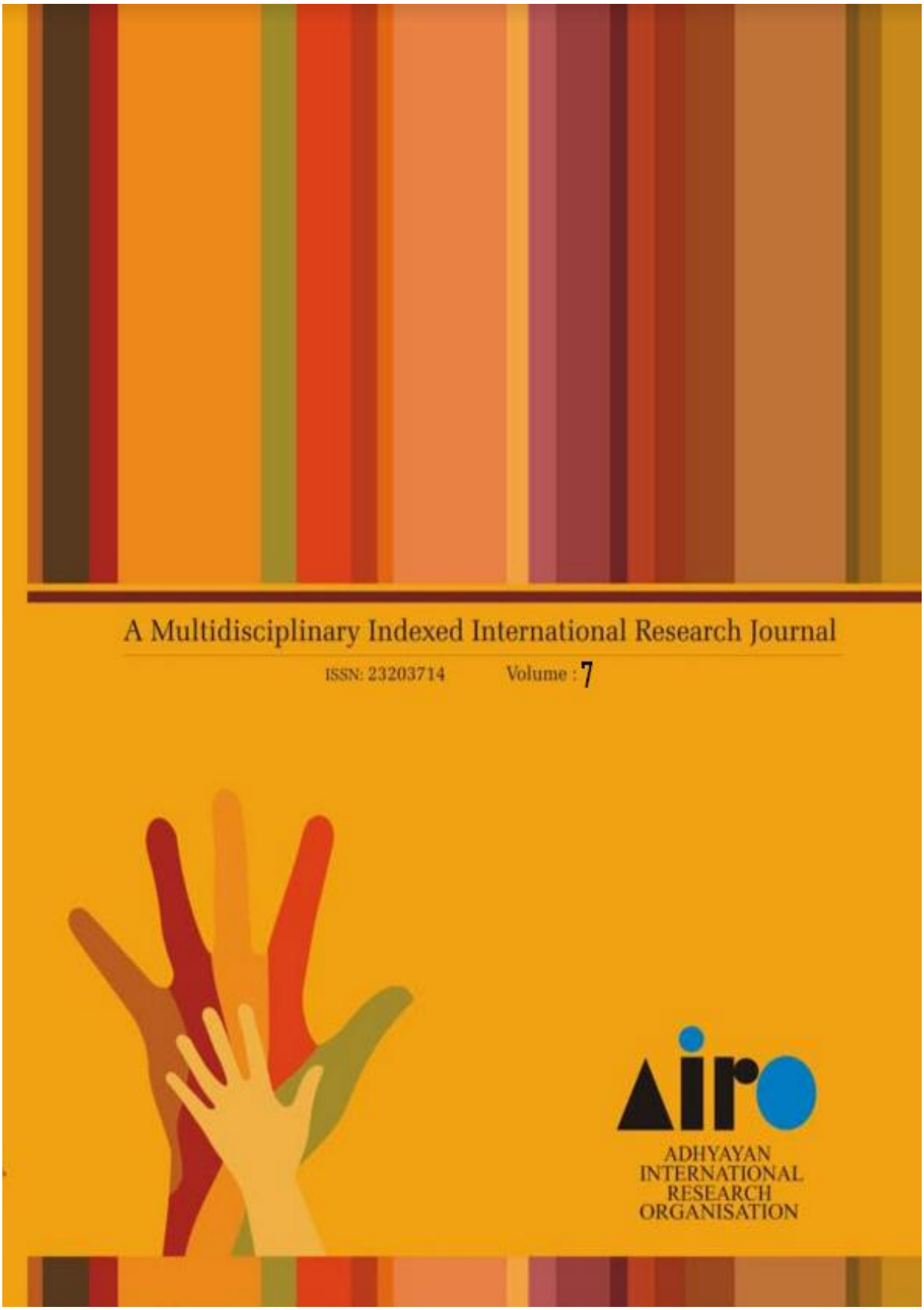
A Multidisciplinary Indexed International Research Journal
ISSN: 23203714
Volume : 7
Airo
ADHYAYAN
INTERNATIONAL
RESEARCH
ORGANISATION

STUDY THE IMPORTANCE OF 'K' STARETGY FOR IMPROVING THE QUALITY

Dr. DEEPANKA SHUKLA
Consultant (Public Relation & Promotions)
National Council for Teachers Education

Definition of Kaizen

K. on continuous Improvement" is a policy of constantly introducing small incremental change in a business in order to improve quality or efficiency. This approach assumes that employees are the best people to identify room for improvement since they see the procession in action all the time. A firm that uses this approach therefore was to wave a culture that encourages of rewards employees for their contribution to the process.

The Japanese concept of K has gained currency the world over K means improvement – ongoing improvement involving everybody in the organization from the managers down to the workers. The philosophy of K assumes that our way of life be it our working life, our social life or our home life – deserves to be made continuously better through improvement.

Kaizen

The many ways of getting better

KY-Zen

"Continual Improvement"

Kai = Change

Zen = Good (for the better)

K. ideology can be traced back to the 1980's

K. was first adopted in the west with the influx of Japanese Care manufacturers brought a wave of new thinking. It was the Japanese logic of brining improvement internally from within the workplace.

It is the strategy, which has changed the complexion of the entire industrial scenario & led to the emergence of Japan as on undisputable lace to reckon with. It is the key to Japanese competitive success in the government, newspapers. Television and business, it is on after repeated usage. In business particularly the concept of K is so deeply ingrained in the minds of both managers and workers that they practice its elements in all activities. Instead of focusing on large scale improvements, which involve capital intensive, K focuses on creative investments that continually solve large numbers of small problems.

The K strategy is based on the process of gradual change bringing improvement to all area of management & production it is a people based system with standardization being an essential feature. Describes a Kaizen workshop held in U.K. by the K Institute of Europe with comments from the participants concludes from the participants concludes with a brief history of the K I.EV.

In India there is a general misconception that Japanese management techniques cannot be applied with success in India companies due to the major cultural differences. It is assumed that it is the national culture and characters that drives the entire business & management in Japan. IN fact, there is no truth in this argument. The same Japanese culture existed; 35 years back when Japanese goods were regarded as very poor in quality and dumped as funk. A complete transformation has been effected on the industrial front during last three decade while the national culture has.

Some Indian organizations have adopted alien management strategies and have shown that the management techniques can be applied in the Indian situation, even if they are borrowed from Japan or America or anywhere else. It is advisable to anticipate change and meet the challenges while they are still manageable rather than ignoring inefficient practices, which will result in cries. KAIZEN strategy is unique in that sense – it averts disasters by removing the root cause behind unhealthy management styles and inculcates work discipline and efficiency.

KAIZEN strategy is available for use by any company and could work to competitive advantage in a global or domestic market it is unfortunate that Indian companies have been

Benefits of KAIZEN

1. Team work
    - Everyone is able to participate and make in pro
    - No one individual, but a team, make the improvements.
2. Communication
    - Improved relations between association & mgt.
3. Education
    - Improved problem solving
    - The more you teach someone to fish the more than can feed themselves.
4. Awareness
    - Understanding of bread issues & defectives of the organization as a whole.
    - Better understanding of continuous improvement & the challenges involved with change.
5. Confidence
    - Stronger feelings of self-worth.
6. Empowerment
    - Increased control over the job & work environment which fosters ownership & commitment to the change process.

Key features of Kaizen

- Improvements are based on many, small changes rather than the radical changes.

Slow to take advantage of KAIZEN tool and techniques. "KAIZEN is the overriding concept behind good management. It is the unifying thread running through the philosophy, the systems, and the problem solving tools developed in Japan over the last 30 years. Its message is one of improvement and trying to do better" (Masaaki Imai, 1991).

The essence of most of the Japanese management practices – be it Quality circles Quality control, lifelong employment, total quality control or productivity improvement – can be reduced to one word: KAIZEN is an umbrella term covering the key elements of Japanese management practices.

KAIZEN promotes process-oriented way of thinking leading to the development of strategies that ensure continuous improvement involving people at all levels of the organization. Not a day should go without some improvement being made somewhere in basis of all quality and productivity enhancements. It also encompasses all aspects of human behavior.

KAIZEN REDEFINED

KAIZEN means improvement. Moreover it means continuing improvement in personal life. Home life, social life and working life. When applied to the workplace, KAIZEN means continuing improvement involving everyone – managers and workers alike. Yet this emphasis on KAIZEN does not mean that innovation can or should be forgotten. Both innovation and KAIZEN are needed if a company is to survive and grow.

KAIZEN V/S INNOVATION

There are two contrasting approaches to improving quality and productivity.

- The gradualist approach – KAIZEN
- The great-leap approach – INNOVATION

Japanese companies generally favor the former and Western companies the latter.

Innovation is dramatic, a real attention-getter, KAIZEN, on the other hand is often unromantic and subtle, and its results are seldom immediately visible.

While KAIZEN is a continuous process, innovation is generally a one-shop phenomenon.

FEATURES OF KAIZEN AND INNOVATION

		KAIZEN	INNOVATION
1.	Effect	Long-term and long lasting But undramatic	Short-term but dramatic
2.	Pace	Small steps	Big steps
3.	Time frame	Continuous and incremental	Intermittent and non-incremental
4.	Change	Gradual and constant	Abrupt and volatile
5.	Involvement	Everybody	Select few “ Champion”
6.	Approach	Collectivism, group efforts, systems approach	Rugged individualism, individual ideas and efforts.
7.	Mode	Maintenance and improvement	Scrap and rebuild
8.	Spark	Conventional l know-how and state of the art	Technological break-through, new inventions, new theories
9.	Practical requirement	Require little investment but great effort to maintain it	Requires large investment but little effort to maintain it
10.	Effort Orientation	People	Technology

11.	Evaluation Criteria	Process and efforts for better results	Results for profits
12.	Advantage	Works well in slow-growth economy	Better suited to fast growth economy

MAIN SUBJECTS FOR KAIZEN SUGGESTIONS

KAIZEN suggestion systems are currently in operation in most of the large manufacturing companies and about half of the small and medium size companies in Japan.

According to the Japan Human Relations Association, the main subjects for suggestions in Japanese companies' suggestion systems are (in order):

- Improvement in one's own work
- Saving sin energy, material and other resources
- Improvements in the working environment
- Improvements in machines and processes
- Improvements in jigs and tools
- Improvements in office work
- Improvements in product quality
- Ideas for new products
- Customer services and customer relations
- Others

1. Matsusuhita topped the list all Japanese companies in number of suggestions with over 6 million suggestion in 1985.

2. The highest number of suggestion made at one company in one year by an individual was 16,821.

3. In Toyota about 53 suggestions per employee were employee were implemented in one single year (1987).

Japan Human Relation Association conducted a Survey on KAIZEN Suggestion System in 1987. The survey involved 620 companies and more than 2 million persons.

HIGHLIGHTS OF FINDINGS

- Average number of suggestions submitted per person per year-24
- Participation ratio – 67%
- Suggestions and implemented – 80%
- Average amount of award per person per year – yen 8,000
- Average amount of award per accepted suggested – Yen 423
- Cost savings per person per year – Yen 360.000
- Cost savings per suggestion accepted – Yen 18.000

HOW TO START KAIZEN:

Start with small improvement

Kaizen is basically small improvements carried out by the person who is doing the job in his day-to-day work. Small improvements contributed by each employee will result into large-scale improvements and much higher targets can be easily achieved.

Start with easy areas

It is well known fact that the easiest question should be answered first. If an examine starts with difficult question, he may not be able to answer even a single question or he will become nervous and be adequately solve even the easy one.

Easy areas could be that firs of all look at those movements of yours while doing the job. Eliminate all unnecessary movements. To reduce unnecessary movements bring the storage area closer. To further reduce movements instead of carrying only one component at a time carry two or more at a time. After eliminating and reducing all the movements one can look for the areas where the work place is not neat tidy.