

## Outline of JPC and our International Cooperation Activities

The Japan Productivity Center (JPC) had been engaging in a host of international cooperation schemes since the establishment. Its main objective was the transfer of Japanese technology and know-how for improving productivity to countries abroad.

In the 1960s, a number of leaders of Asian countries began to show great interest in the miraculous recovery of Japan's postwar economy and its relation to the productivity movement, and subsequently requested the JPC's assistance in acquiring productivity technology. In response to such demands of the international community, the Japanese government, in collaboration with the JPC, established the Asian Productivity Organization (APO) in 1962 for the explicit purpose of systematically promoting international cooperation. Thus began Japan's involvement in supporting productivity improvements in the Asian countries.

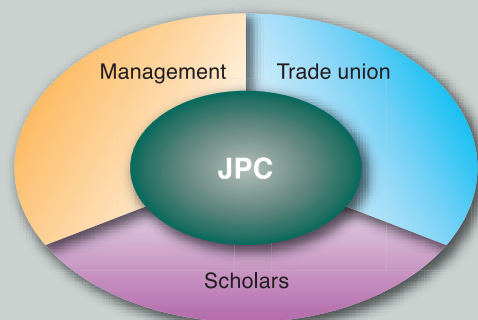
In addition, countries outside the Asian region also requested the JPC's support. The increase in such demands prompted the JPC to establish an International Cooperation Department within its organization. The department is now responsible for managing technology-transfer activities and other programs for improving productivity on a worldwide basis.

The productivity movement in Japan is fundamentally based on the philosophy of respecting humanity, and it is primarily dedicated to achieving the following goals: stability and expansion of employment, cooperation between labor and management, employee participation in corporate management, and fair distribution of the fruits of improved productivity. In effect, the human element was essentially regarded as the greatest asset for socio-economic development.

We are very much glad to offer you the technical transfer activities to fulfill your demands based on our abundant experience and philosophy. Should you have any inquiries or requests, please do not hesitate to contact us.

### Our Organizational Structure

The JPC consists of corporate executives, trade union leaders and academic experts, and has played a major role in improving productivity, especially in industry, and the quality of people's lives, as a core organization in the productivity movement, which has contributed to the economic independence and development of postwar Japan.



JPC's Tripartite Composition System

### Our Service Domains

Training programs for industrial human resources

Educational programmes on labor and management issues

Research and Studies

Consultancy service and training of consultants

# Invitation to “KAIZEN” for Productivity / Quality Improvement

## Introduction of International Cooperation Activities



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 Number of Employee : 300  
 Capital : 9,170,000,000 JPY  
<http://www.jpc-net.jp/eng/>

# Among our international cooperation projects since our establishment in 1950s, we diffused the method of “KAIZEN” to improve productivity all over the world.

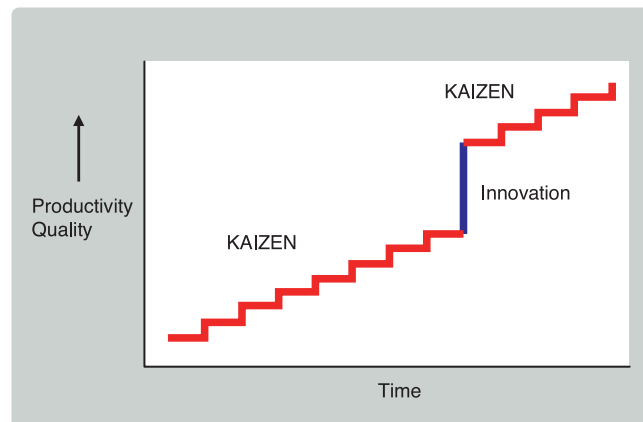
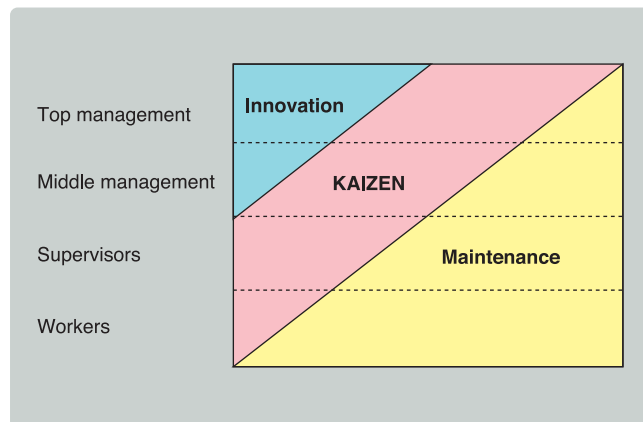
## What is KAIZEN?

In Japanese management, KAIZEN means “continuous improvement” involving the entire workforce from the top management to middle managers and workers. The origin of Japan’s KAIZEN movement was the quality control method imported from the United States (US).

Japan assimilated and developed this as its own management practice method which later even surpassed performance in the US. This adapted method, which became known as KAIZEN, spread rapidly among Japanese companies including a large number of small and medium-sized enterprises and now spreading all over the world.



## Why KAIZEN? – KAIZEN and Innovation

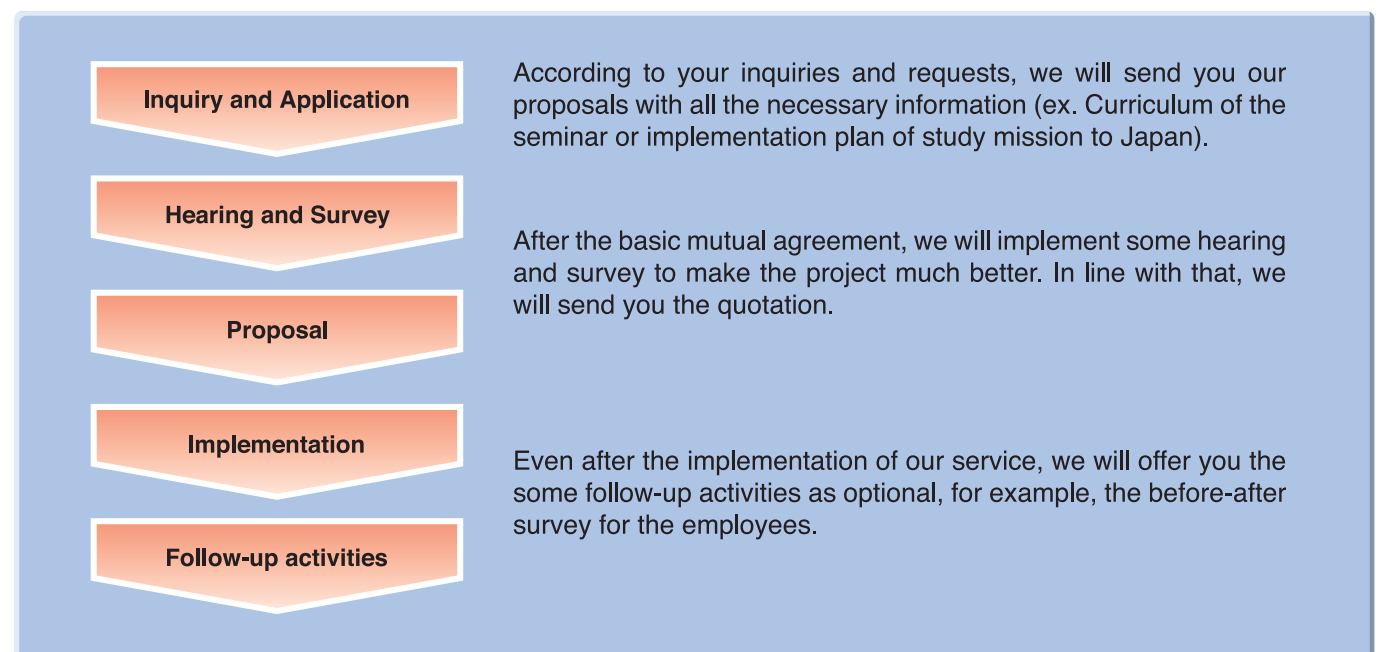


KAIZEN contains many features unique to the Japanese industrial experience. First, the Japanese approach emphasizes small incremental changes under existing technology. Second, the Japanese approach focuses on human elements and advocates people’s process-oriented efforts for improvement. Also, KAIZEN does not necessarily call for large investments, such as installing new machines or hiring experts, while innovation is a breakthrough with big investment or introduction of a new technology. Instead, KAIZEN requires continuous effort and commitment at all levels of the workforce to propose and practice the use of existing human and capital resources to improve quality and productivity. KAIZEN and Innovation are like the two wheels of a cart for productivity and quality improvement.

## Major themes of our training courses

Area	Training syllabuses
Corporate management	<ul style="list-style-type: none"> <li>• Characteristics of Japanese corporate management</li> <li>• Productivity mind-set and total participation in KAIZEN</li> <li>• Corporate philosophy and company vision/mission</li> <li>• Management strategy and business plan</li> <li>• Theory of leadership</li> <li>• Motivation</li> <li>• Management by Objectives</li> <li>• Human resource management/development</li> <li>• Marketing strategy for customer satisfaction</li> <li>• Business process benchmarking</li> <li>• Knowledge management</li> </ul>
Production management	<ul style="list-style-type: none"> <li>• Approach for Kaizen</li> <li>• 5S</li> <li>• Visual control</li> <li>• Industrial Engineering</li> <li>• Toyota Production System/Lean Production System</li> <li>• mixed-model production system</li> <li>• Cell production system</li> <li>• Production planning and production control</li> <li>• Cost control</li> <li>• Total productive maintenance</li> <li>• Safety control</li> </ul>
Quality management	<ul style="list-style-type: none"> <li>• Statistical quality control</li> <li>• Problem-solving methods (PDCA and QC story)</li> <li>• Standardization</li> <li>• QC methods</li> <li>• 7 QC tools (Stratification, Pareto charts, etc.)</li> <li>• QC circles</li> <li>• Total Quality Management</li> <li>• Quality assurance</li> <li>• Design of experiments</li> <li>• Quality standards and ISO</li> <li>• Management quality and customer value creation</li> </ul>

## Application Procedure



## 2. Study mission to Japan

Each year, the JPC welcomes over 100 trainees from approximately 25 countries, and offers training in productivity improvement, development of small and medium enterprises, labor-management relations, and business management.

### <An example of the programme>

	AM	PM
1st day	Arrival of participants	
2nd day	Orientation	Lecture on "Overview of KAIZEN consulting for productivity improvement"
3rd day	Lecture on "5S and Visual Control"	Lecture on "Industrial Engineering"
4th day	Lecture on "QC 7 tools and TQM"	Factory visit (e.g., small and medium enterprise)
5th day	Lecture on "Just In Time Production System"	Factory visit(e.g., automobile plant)
6th day	Factory visit(e.g., steel works)	Presentation of Action Plan by the participants and Summing-up Session
7th day	Departure of participants	

**Topic:** Capacity building of Management Consultants on KAIZEN

**Participants:** Management Consultants of national productivity organizations/private consulting firms, productivity facilitators in companies in manufacturing/service sectors



### Comments by participants

Visiting Japan enables you to learn first-hand about the good practices of Japanese companies. Our company's activities for improvement didn't last long, because we didn't know why improvement was necessary or how to get our employees to understand its necessity, though we were familiar with the concepts of, for example, 5S activities and the Toyota Production System. In this program I visited companies that thoroughly engage in the Toyota Production System and 5S activities, and saw first-hand how they and their employees perform these practices. I want to use this acquired knowledge when I return to my country. (From India, manufacturing)

The program was beneficial, especially the opportunities to hear talks directly from the top executives of Japanese companies. (From Iran, energy industry)

You can't understand what large-scale systems such as supply chains and the Kanban system are only by reading books. It was very beneficial to closely observe how Kanban cards actually move in a factory. In my country I could not have had the opportunity to see inside a factory. (From Vietnam, consultant)

## How JPC support KAIZEN? – Our Activity

**JPC provides the following activities for productivity/quality improvement through KAIZEN, from company level to nation wide, targeting governmental / public / Industrial (manufacturing/service) sectors.**

- Introduction of the concept and philosophy of productivity improvement through KAIZEN
- Introduction of KAIZEN tools that are effective for productivity improvement in the workplace (5S, QC, TQM, JIT, etc.), and assistance for KAIZEN implementation
- Introduction of excellent management models for strengthening competitiveness, and assistance for management development and human resource development
- Support for capacity building of management consultants/productivity facilitators
- Support for institution building of productivity organization for promoting KAIZEN activities

## Current and Past Services by region

### Asia

Since 1960, JPC offers the following activities mainly through the member countries network of Asian Productivity Organization:

- Management consulting and training courses on KAIZEN
- Capacity building of management consultants/productivity facilitators
- Institution building of national productivity organization
- Seminars and training courses on Management quality, Environmental management (Green Productivity), Etc.

### Russia and Central Asia

JPC provides the technical assistance to CIS countries including Russia and Central Asian countries for transition into market economy and privatization of state enterprises as:

- Management consulting and training courses on KAIZEN
- Seminars and training courses on CS, Tourism, IT, Logistics, Agri-business, Food processing Industry. Etc.



★ shows the rough location of our main projects.

### Middle East

JPC offers the following activities for high ranking official or top executives, managers of governmental institutes/state enterprises/SME:

- Seminars and training courses on Production/Quality management, Human Resource Management/Development, Corporate management, etc.

### Africa

JPC offers the following activities mainly through the member countries network of Pan-African Productivity Association:

- Management consulting and training courses on KAIZEN
- Capacity building of management consultants/productivity facilitators
- Institution building of national productivity organization

### Central and South America

JPC offers the following activities mainly focusing on capacity development of management consultants/productivity facilitators for SME:

- Management consulting and training courses on KAIZEN
- Capacity building of management consultants/productivity facilitators
- Institution building of national productivity organization

## Contents of our services

We are offering our technical cooperation service on the basis of the following two pillars.

### 1. Sending experts abroad

The JPC sends Japanese experts to countries requesting cooperation, and provides technical guidance in production control, management renovation, and productivity improvement. As of today, our experts have been to many countries such as Malaysia, Mongolia, South Africa, Kenya, Tunisia and Taiwan.

## An example of KAIZEN achievement in activities

### [1] Improvement of Honey Assembly Process in company A

Company A in East Africa used to assign two workers to the process of producing honey. However, there were problems, including a large amount of waiting time (wasted time) and an imbalance in their workloads. With the assistance of our consultants, the company created a production line that enabled the same output with only one worker involved in the process. As a result, productivity improved not only in the production process, but also across the company as a whole with the excessive worker being reassigned to another process. Each minor improvement eliminates a small amount of waste to benefit the whole organization.



**Before**

480 pcs / 2 hours / 2 persons  
||  
120 pcs / hour / person

**After**

480 pcs / 2 hours / 1 person  
||  
240 pcs / hour / person

Improvement Ratio =  $[(240-120) / 120] \times 100\% = 100\% \text{ up}$

**Before**



**After**



### [2] Improvement of Layout change in Company B

Company B located in North Africa produces electrical equipment such as switches, circuit breaker. Before KAIZEN, the lead time was very long at the switch assembly, because there were many inventories kept as "Work In Process". In addition, there were many of "Wastes of Transport", since the production line used there was, so to speak, "the Classroom Layout".

Japanese consultant proposed the layout change to the Flow Line, and the application of the One Piece Production System. Besides, operation methods were improved and 5S was implemented, not only at the line, but throughout the factory. As the result, the following improvements were achieved.

**Before**

Labor Productivity = 1.33  
(piece / person / minute)  
Space Occupied = 67.2m<sup>2</sup>

**After**

Labor Productivity = 67.2  
(piece / person / minute)  
Space Occupied = 38.88m<sup>2</sup>

Improvement Labor Productivity 73.68% up  
Space Occupied 42.14% down

**Before**



**After**



### Comment from President of Company B

Through implementing KAIZEN activity, the awareness of the staff was improved greatly. Thanks to the assistance of Japanese expert, we have realized we were able to improve productivity by KAIZEN methods. This KAIZEN approach makes us enhance the competitiveness of the company.

### Key success factors by Mr. Katsutoshi Ikeda, JPC consultant



I think the most important factor was the passion of managers in the company.

Especially, we have the managers, who had the consciousness to change current management and strong intention to implement productivity improvement activities.

In addition, top management supported the activities by allocating staff, setting up the project team, and providing necessary tools/devices.