



KAIZEN CULTURE: ENABLING ORGANIZATIONAL CHANGE MANAGEMENT FOR SUSTAINABLE COMPETITIVE ADVANTAGE

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ABSTRACT

Competition has brought about profound changes to Indian corporate sector. Organizations have changed their very outlook to business because the advent of MNCs has radically altered the rules of the game. The better Indian organizations have fought with their backs to the wall and survived the competition. However, majority of Indian organizations are still struggling to cope up with pace, speed and rate of change that liberalization, privatization and globalization has gifted to Indian economy. With this backdrop this paper examines the conceptual possibility of helping organizations manage and sustain change through the Kaizen route. The authors posit that a Kaizen culture brings incremental changes and brick by brick builds the competitive edifice of organizations. Once this foundation structure is built it impacts upon the super structure and to reap long term benefits of organizational competitiveness, by default organizational change is ushered in – seamlessly and soundlessly with least pain and agony. This provides organizations the much needed competitive advantage to lead the industry rather than follow it.

KEYWORD

Kaizen	Business Environment
Exploratory	CSF
Manufacturing organizations	Global

Preface

For the past three to four decades, ever since Japanese products started challenging American and European products in global markets, organizations, world over, have been focusing on an enabling culture that would drive productivity and efficiency among employees. Among various drivers of organizational culture, zero defect culture, quality culture and continuous improvement culture have been quiet prominent. No wonder, Japan has been the leading light in propagating these cultural drivers in the world. Among many contributions of Japan in the world of management of product and service quality, Kaizen has had a very high impact in boosting organizational productivity and efficiency. Kaizen is nothing but a system of continuous improvement in quality, technology, processes, company culture, productivity, safety and leadership. This paper is an attempt to look at Kaizen from a perspective of change management and how it can lead organizations to sustainable competitive advantage. The approach of this paper is a conceptual and theoretical appreciation of the topic without, any attempts, whatsoever, to go the empirical way. The reasons for this limited focus is to first bounce off the idea of a conceptual relationship between Kaizen culture, organizational change and competitive advantage take back necessary feedback and inputs then convert the same into a empirically testable model. Further, the conceptual framework is based on Indian organizational realities, and economic environment.

Thus the paper is divided into two main sections. The first section attempts to bring to perspective the competitive environment prevalent in India, how change management affects organizational competitiveness, and the nuts and bolts of a Kaizen culture. The section ends with three short Indian case studies to illustrate implementation of Kaizen culture in organizations. The second section focuses on a conceptual model relating Kaizen culture to change management that would lead to competitive advantage for organizations. The paper concludes on a note to practicing managers as to how such a theoretical model can be of help to them.

The Reality of Competition in India

A paradigm shift occurred in India in 1991 when the then Finance Minister, Dr. Manmohan Singh ushered in the first winds of a liberalized, privatized, and globalized economy. Despite many faltering steps which India took to integrate with the world economy, amidst severe internal political opposition, today India is a proud citizen of the global village. However, this was at a cost. The cost was of the comfort of a supply driven market, monopolistic practices of Indian companies, and of course the appropriation of profits by enterprise owners without any plough back, what-so-ever, for research and development, quality improvement, etc. that would benefit customers. Post liberal India saw the fire of competition in Indian markets with multinationals establishing base in India by hoards. In such a situation the survival of Indian industry depended upon their ability to accept the challenge and respond in a manner that added value for money, far more than the average customer's expectation. Such a syndrome was accentuated by the competitive reality which organizations, Indian or otherwise, have been facing since the last one decade or so. It is the reality of fast changing technologies, products, markets and even competitors. In this competitive reality of change another variable that has played havoc with the stability and competitive supremacy of organizations is the exponential growth and use of World Wide Web. Today all factors of production are available at the click of a mouse from the cheapest corners of the world thus leaving little for organizations to derive competitive advantage from. In such a scenario, perhaps, the only differentiating factor that is lending uniqueness and competitiveness to companies is the quality of final product and services rendered to customers. Harari (2007, p.25) a Professor at the University of San Francisco and author of the book "Leapfrogging the Competition: Five Giant Steps to Market Leadership" echoes these thoughts when he says, "...in every industry competition is becoming fiercer, emanating from every nook and cranny in the planet, providing consumers with myriad choices." He goes on to assert:

".....when customers sit in front of their PCs, they really are kings and queens. They can instantaneously draw upon a wide sample of comparative research on cars' features and quality, they can contact car brokers anywhere, they can

access dealers' rock-bottom invoice prices, and they can bypass any dealer of any automotive product anywhere, while putting together a customized package that fits their unique, idiosyncratic needs – all in the comfort of their living rooms”.

Needless to say quality of products and services has emerged as the reigning hero of a liberalized, privatized and globalized Indian economy like any other developed economies of the world. Notwithstanding this fact a 2008 United Nations Industrial Development Organization [UNIDO] report has placed India at 41st rank in terms of competitiveness of Indian industries, among a list of 100 economies. In sharp contrast, China, a close competitor of India as regards industrial growth is concerned has been ranked way ahead at 26th position. This reality of competition is a bitter truth which is not only difficult to digest but also dangerous for the future of Indian organizations in a global economy. To make the grades Indian organizations have no other choice but to embrace change proactively.

Change: The Road Less Travelled

Change management can be defined as continuous process of aligning an organization with its marketplace and doing it more responsively and effectively than competitors (Berger, 1994). Therefore, change is a phenomenon of strategic importance. It is a process of taking feedback from people, processes and systems within and outside the organization (Useem, 1994). The consequences of change is to move an organization from its current state to a more desirable, improved state, which essentially means that there is a “before” state and an “after” state [Ragsdell, 2000]. Therefore, success of any change effort directly corresponds to the amount invested in mobilizing an organization to get behind the new, let go the old, and strive together to reach the desired state and ensure a continuous commitment to change. The perceived problem with change is, it tries to shake people out from their comfort zones and hence, is almost always faced with resistance. However, it may not be the case always since, people are frequently ready to change, if there's something in it for them, and if they participate in creating such changes. So, it's up to leaders of an organization to articulate how change is beneficial to employees, and then to help employees create necessary changes. It is well

known that fear of resistance is a big reason for organizations not to travel the road of change so often when in contrast the reality of competition demands that organizations travel only on the path way of quick, fast and market responsive change. One sure way of introducing, leading and sustaining change in organizations is to start with incremental small efforts and then over a period of time, snowball the same into revolutionary paradigm shifts so as to take competition by its horns. A good place to start with change is continuous improvement of everything that's worth its salt in an organization's journey towards competitiveness, profitability and growth. It is recommended that Kaizen be one of the solutions to break away organizations from the jinx of inertia and fear for change.

Navigating Change through Kaizen Culture

As suggested in the preceding section a culture of change can be ushered in by cultivating a habit for continuous improvement, or as they call it in Japan Kaizen. Time and again several organizations have reported that by implementing continuous improvement concepts, like Kaizen, has resulted in improvements in quality of products, efficiency and productive levels of employees, while lowering of costs and bringing in transformational changes (Scotchmer, 2007; Ortiz, 2006; Chapman, 2006). Kaizen is the effort put in to get everyone involved in improvement processes. Getting everyone involved is mission critical for creating a culture. Hofstede (1999) defines culture as “the collective programming of the mind that distinguishes the members of one group or category of people from another”. He goes on to add that the foundations of any culture are values which are “broad tendencies to prefer certain states of affairs over others”. Hence, corporate culture, as is well known, is the collective behavior of people using common corporate vision, goals, shared values, beliefs, habits, systems, and symbols. It is created when majority of organizational members' value organizational vision, goals, habits, systems, symbols, process, etc. When people start valuing such things they start to exhibit the same in their actions, since action is nothing but a mirror image of one's thoughts. Value proposition is created in the mind and crystallizes as a thought which translates into similar behavior and actions by all organizational members thus creating a culture. A Kaizen culture is created when small, steady, incremental changes are initiated and sustained in

organizations. As people collectively get engaged in Kaizen activities in teams and groups, they start valuing such activities which further reinforces their behavior patterns which gets repetitive and over a period of time Kaizen culture becomes ubiquitous in an organization. Creating a Kaizen culture isn't easy as it is transformational and revolutionary as against being transactional and incremental in its implementation. However, once established it becomes a way of life. In this backdrop let us now refresh our understanding of Kaizen and steps involved in its implementation.

The Concept of Kaizen

Kaizen comes from two Chinese words "Kai" meaning an ongoing change and "Zen" which means for the better. For Ortiz (2006, p.31) "Kaizen events are opportunities to make focused changes in the workplace....A company Kaizen program helps create a foundation for change that will enable a company to sustain process improvements for the life of the company." Neese and Kong (2007) believe that Kaizen describes the process of orderly continuous improvement. "Kaizens are characterized as short bursts of intense activity driven toward resolving a specific problem or achieving a specific company goal in a short period of time" (Chapman, 2006, p. 27). Similarly, Melnyk et al, (1998), contend that Kaizen involves short-term, team-based, highly action-oriented, focused, results-driven and repetitive-in-nature process improvement activities. It needs to be noted that while Kaizen is about continuous improvement it is not innovation. Drawing the difference between both, Gopalakrishnan (2006, p.2) remarks, "While large-scale innovation would involve huge investments and radical reengineering of existing processes, Kaizen aims at taking small steps toward improvement. Unlike innovation, Kaizen is not dramatic. It is simple and inexpensive, and aims to use brain, rather than financial brawn, to make gradual improvements." Thus the sum and substance of Kaizen is to keep improving in all aspects of product, services, processes, systems, procedures, etc. so that wastes of all types and nature are eliminated, costs of all types are minimized, inconsistencies everywhere and anywhere are done away with, safety standards are maximized, productivity is enhanced, employees are highly engaged and customers and investors get maximum value for money.

The Process of Creating a Kaizen Culture

Neese and Kong (2007) have articulated the steps that can help organizations in creating a Kaizen culture. They recommend three essential steps – Creating a synergy between Management and the shop floor / operations team, mapping results to processes and trystorming. In the first step, the CEO must spearhead Kaizen initiative by an expressed demonstration of his own passion and enthusiasm for establishing a Kaizen culture in the organization. Management must commit required funds, time and other resources for all employees' right from grass root levels to top to learn, live and sustain the Kaizen way of continuous improvement in the organization. In the second step processes are required to be set up to give a vivid picture to organizational members whether results of a particular Kaizen initiative can be directly attributed to that initiative. This will give a chance to everyone to "visually identify, analyze and assess whether a Kaizen event provided a better solution. If the intended objective was not met, employees must return to the original process, revisit opportunities and provide alternative solutions" (Neese and Kong, 2007, p.57). In the third step, organizational members need to brainstorm ideas and then implement outcome of such brainstorming sessions so that everyone is able to see the problem and try solutions. This process of brainstorming with action, Neese and Kong (2007) prefer to call as "trystorming". All the above steps when repeated with religious regularity will soon become a way of life in organizations and thus a culture of continuous improvement will come to prevail and become the dominant organizational culture. When such a thing happens, just-in-time inventory, zero defects, quality circles, suggestion schemes, etc. which are all but different means to achieve Kaizen will prosper and flourish. Small incremental innovations when implemented will eliminate everything that is wasteful in organizational processes and systems. In Japanese, waste is called as "muda" and connotes everything that does not add value (Scotchmer, 2007). For instance, in a typical manufacturing environment "mudas" like waste of motion, time delay, unnecessary transporting and material handling, making defects, over processing, over producing, storing inventory and missed

opportunities are all eliminated with surgical precision.

Embedding Kaizen Culture in Organizational Mosaic
Once a Kaizen culture is created, it is very important to institutionalize it. Unless adequate steps are taken to institutionalize the same all enthusiasm and progress of initial days will fizzle out in due course. For this Ortiz (2006) suggests four essential steps – establish the champion, establish a governing committee, start communication boards and newsletters, and regularly track Kaizen activities on a dash board. A champion would be a person with requisite project management and supervision skills whose sole job role would be to drive Kaizen culture in the organization. The role of governing committee would be responsibility “for ensuring the success of the Kaizen teams and clearing any obstacles or constraints that would impede improvement efforts” (Ortiz, 2006, p.32). Communications boards and newsletters are used to propagate the achievements, challenges, and hero and heroines of Kaizen culture in the organization. They are powerful vehicles to reach out to entire organizational community and interact with them on Kaizen and only Kaizen so that there is continuous reinforcement about the significance of this culture building effort for the entire organization. The champion should ideally be responsible for all such communication media. A Kaizen dash board is required to track Kaizen projects and evaluate implementation progress, track deadlines, measure success and document challenges. This will help all employees in tracking and reaching their Kaizen objectives while simultaneously keep peer pressure on for everyone.

Kaizen Culture in Action: Three case studies

In India though Kaizen culture may not be very popular, it is found in various hue and shades at least among major manufacturing companies. Let us take a look at three specimen companies where Kaizen culture is practiced – Larsen & Toubro, Mahindra & Mahindra and Vikram Ispat. This data is picked up from secondary sources and is being used here solely to meet purposes of illustrating Kaizen implementation, thus far and no further.

Larsen & Toubro, Powai, Mumbai

L&T has a long history of Kaizen culture. It all started in 1994 as part of Total Quality Movement activity. There is one central Coordinator, who champions the cause and maintains all records. He is assisted by shop-floor level coordinators who are

foremen level employees. Kaizen projects are handed over to Kaizen coordinator at shop floor which is taken up in the weekly Kaizen coordinator meetings held on fixed day and time with Department Heads. Good Kaizen projects are displayed on Kaizen Gallery (Display board for Kaizen) at shop floor. A certificate signed by Vice President of the Division is given as recognition to those who have contributed more than 50 Kaizen projects per year.

Mahindra & Mahindra Ltd. Kandivali, Mumbai

M&M is a name to reckon with in the automobile sector. In the year 2000 continuous improvement teams [CITs] were introduced by way of agreement between Management & workers. It was mandatory for every employee to become a member of a CIT that normally consisted of 4 to 5 members. The members were allowed to take out 1 hour of their time every week for CIT activities. A target of solving at least 1 problem each quarter was given to each CIT. By year 2003-2004 a total of 3274 problems were solved by CITs. Members of CITs document problems which they solve and pass in on to Accounts Department which calculates cost savings accruing to that particular Kaizen project. They certify the results of the Kaizen. Due rewards are then passed on to CIT members having highest cost saving for the organization.

Vikram Ispat Ltd., Salav, Alibaug, Maharashtra

A member of Birla Group of Industries, Vikram Ispat follows the group's World Class Manufacturing Excellence model. There are 14 Key Manufacturing Focus Areas [KMFA] as detailed below.

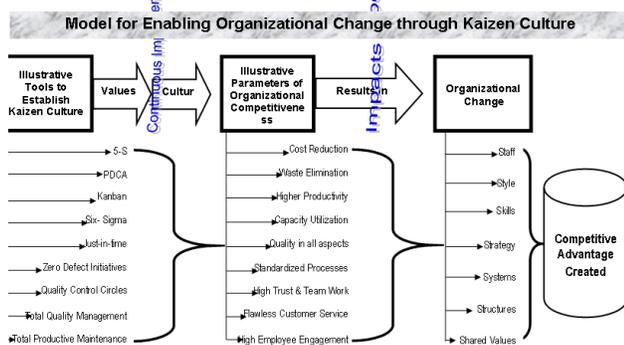
1. Work environment and MUDA elimination
2. Autonomous maintenance
3. Focused improvement and innovation (suggestion scheme)
4. Visual management including visual controls
5. Planned maintenance
6. Strategic quality management and bench marking
7. Initial flow control / up-stream management
8. Market orientation and customer driven: internal & external
9. JIT (Just in Time) / Supply chain management
10. Safety health and pollution control
11. Liaison, team force and skill development
12. Information and system
13. Technology
14. Cash flow, information and systems

Vikram Ispat has formed several teams which cover all its employees. Each team continuously is engaged for bringing about improvements in their respective areas. A General Communication

Meeting is held once in a month with people from Top Management where in different teams present their progress relating to improvements done in their areas with respect to Kaizen. The presentations are judged and rewards are distributed to the best Kaizen team. Improvements are displayed in the communication boards in respective section / control room. Co-ordination and record keeping of Kaizen activities is done by WCM Secretariat.

Enabling Change through Kaizen Culture

As discussed earlier change is a necessary must to survive in a hyper competitive environment. Unfortunately, we have also discussed, change is, more often than not, a road that is less travelled. This is where the challenge lies – How can organizations embrace change so that it becomes a matter of natural habit rather than being perceived as a necessary evil in times of crisis? We posit that embracing change, as a matter of strategic choice, will lead to competitive advantage since not many organizations take to the road less traveled. Therefore, those organizations that can, through a Kaizen culture, make change a non-negotiable part of every employee’s DNA would be much more agile, flexible and responsive to business environment changes than their competitors. Such organizations would be able to leverage their ability to manage change as one, among many others, source of competitive advantage. Figure 1 below depicts a conceptual model of enabling organizational change through **Kaizen culture**.



Tools Used to Create Kaizen Culture

Different organizations use few or all of the illustrative tools mentioned in Figure 1 to create a Kaizen culture. The tools mentioned are illustrative

and not exhaustive. However, all of them are focused at improvement of the current state of affairs, be it systems or processes, etc. A quick look at what these mean will drive home the point.

5S: This comes from the Japanese words Seri [sort], Seiton [set in order], Seiso [shine], Seiketsu [standardize] and Shitsuke [sustain]. These words are actually by themselves action steps to reduce waste, streamline operations, and ultimately increase productivity. Seri involves sorting and organizing items as critical, important, frequently used and useless. Seiton implies to keep back items is that one place from which it was taken. Seiso involves cleaning the work place and keeping it spic and span. Seiketsu means to develop standard processes to keep machines, pathways, etc. clean. Finally, Shitsuke is about inculcating self-discipline among employee of an organization.

PDCA: Conceived by Walter Shewhart in the 1930s and popularized by W. Edwards Deming in the 1950s, this involves a discipline of planning, doing, checking and acting in whatever one does. It provides a framework for improvement of a process or system so that sources of variations that cause products and services to deviate from customer requirements are eliminated. The four stages weave into a continuous feedback loop for managers to identify and change the parts of the process that need improvements thus enhancing productivity, efficiency, accuracy and customer satisfaction.

Kanban: This is a Japanese system that ensures continuous supply of inventories in exact quantity, location and time of demand in the shop floor, be it a manufacturing facility or a supermarket. Kan in

Japanese means visual, and kan means cards. Simply speaking it is a system of sending across visual cards to different supply points to ensure the right quantity of inventory is sent to the right demand point at exactly the right time. It results in a production system that is highly responsive to customer needs while at the same time eliminating wastages and cost of stock piling inventories.

Six Sigma: In 1986, Bill Smith of Motorola, developed a set of practices to improve manufacturing processes based on the Greek letter Sigma denoting standard deviation in statistics. Anything that could possibly lead to customer dissatisfaction was treated as a defect. The goal which Six Sigma aimed at was to relentlessly try to achieve stable and predictable process results thus reducing process variations and thereby ensuring defect free products and services. It promises to produce, over the long term, defect levels below 3.4 defects per million opportunities.

Just-in-time: JIT, as it is popularly known, was pioneered by Taiichi Ohno at the Toyota car assembly plant in the early 1970s. It is a supply chain system which revolves around the philosophy that raw material inventory will be supplied to the assembly line just at the time when it is required. It is applicable to all aspects of business and helps in cost reduction, improving delivery, adding flexibility to operations, thereby lending considerable competitive advantage to organizations.

Zero Defect Initiatives: Recommended by Quality Movement Guru Philip Crosby, these are business practices that aim to reduce and minimize the number of defects and errors in a process. The ultimate aim is to do things right the first time so as

to ensure wastages are eliminated, quality of product and service is impeccable, customer is delighted and there is high profitability. Zero defect philosophy firmly believes that it is cheaper to eliminate defects the first time than to rectify the same once committed.

Quality Control Circles: Once again pioneered by one Japanese named Ichiro Ishikawa in 1962, these are participative forums of employees in an organization voluntarily formed to define and solve a quality or performance related problem. These employees normally form a 6 to 12 member team from the same work unit and meet on a pre-set day of the week to analyze their section's processes, outputs, etc. with an aim to detect quality issues and resolve them for better product / service quality. Being participative, these circles provide high employee engagement and ownership.

Total Quality Management: TQM, as it is popularly known, is yet another approach to ensure that quality of products and services is enhanced by involving all processes, procedures, and systems in an organization. It is a long term strategy to guarantee customer satisfaction by involving all members of an organization. The philosophy of TQM is that if quality standards are maintained in all aspects of business then only business will be able to deliver a quality product or service.

Total Productive Maintenance: Its history can be traced back to the 1950's Japanese manufacturing plants. Abbreviated as TPM, its aim is to maximize plant and equipment effectiveness so that wastages are avoided, product quality is not compromised,

and cost of production is reduced, among other benefits.

The Journey from Tool to Culture

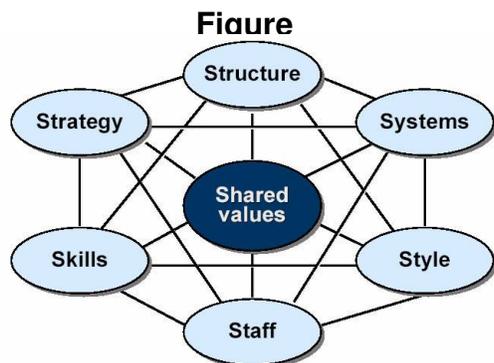
When a child is first asked to brush his/her teeth by using a tooth brush, a common reaction is of resistance since bristles prick gums. However, mothers choose brush that has funny faces, shapes and sizes which attract attention of a child. Soon the child's focus is on the cartoon character embedded on the stem of the brush rather than on its prickly bristles. Thus a child uses a brush because he/she has developed a broad tendency to prefer [value] looking at a funny face on the stem of a brush early in the morning. As a child grows he/she, by repeated use develops a habit of using a brush and starts valuing the real utility of a tool called a brush.

A similar thing happens when Kaizen tools are introduced in organizations. After an initial resistance, people start valuing the co-operative effort, brain storming session, ideation process, tangible results, rewards associated with Kaizen events, delivery power of different tools, etc. Over a period of time what once was a habit gets converted into collective programming of mind of majority employees in an organization by which they are easily distinguishable from their competitors who do not use any of these tools or at best use them for cosmetic purposes. A Kaizen culture thus gets established in organizations. Such a culture continually translates itself into myriad competitive parameters some of which are illustrated in Figure 1.

Organizational Change and its Sustainability

When parameters of organizational competitiveness are achieved to sustain them for a long period of

time, by default, organizations look at the 7Ss of McKinsey's 7-S framework, some of which would already have been impacted by Kaizen tools. This is an inevitable fall out of competitive parameters because new objects that yield desired results or are successful need to have new infrastructure to sustain them over a long period of time. For instance, Government of India, threw open the airlines sector to private players. It was another step towards privatization. Thanks to competition, today an erstwhile railway traveler is able to take a flight because of low air-fare structures. However, Government of India also had to restructure the hard-ware and soft-ware of airport management to sustain the improvement caused due to privatization of airlines sector. Hence, Airports Authority of India had little choice but to throw open modernization of airports to private party, thus introducing radical organizational change in all the 7Ss. Likewise, to sustain organizational competitiveness organizations indulge in restructuring exercises focusing on all the 7Ss of the McKinsey model. While conducting a holistic examination of how Japanese organizations were so successful, Richard Pascale and Anthony Athos first conceptualized this model, depicted in Figure 2, in 1981 in their book "The Art of Japanese Management". Ever since, McKinsey consulting firm has used this framework as the fundamental diagnostic tool to guide organizational change all across the globe. Let us examine how each of these 7Ss is impacted upon thereby ushering in organizational change.



To sustain gains derived from a Kaizen culture organizations keep evaluating quality of staff required. The difficulty level of selection process goes up to ensure staff that can quickly internalize a culture of Kaizen and contribute to strengthening it. Management style is re-engineered so as to encourage people to be more thinking and creative. For instance, it becomes imperative to tolerate mistakes to so that employees fearlessly go on experimenting with myriad ways of improvement. Similarly, skill sets are impacted and organizations invest resources to develop and enhance capability of human resources. Allocation of scarce resources, which is strategy all about, is looked afresh. For instance, if an organization was following a sales strategy to push its products and services, may like to move over to marketing led strategy and pull customers by building a brand value around zero defect products. It may also consider launching a price war strategy with its new found margins from Kaizen efforts. Like wise organizations would like to bring radical changes to systems like recruitment,

promotion, performance appraisal, information systems, etc. For instance, if earlier promotion was based on only meeting targets, now it may have an added parameter, say like how creatively targets were met so as to reduce cost accruing to the same. Much in similar fashion organizational structures need to be re-looked to make the organization more agile and flexible to enable ideation process among employees and quick translation of ideas into application. Hence, hierarchical barriers may be torn down to make organizations more flat. Finally, organizational values may change to reflect a new reality and a new commonality among its people and the quality of products and services they produce. All these 7Ss are intertwined as shown in Figure 2 and changes in one impact changes in others. Such organization wide change would transform an organization from a mechanical entity with nuts and bolts that just needs to be maintained to run efficiently into a “Living” entity as described by Arie De Gues in his classic book “The Living Company”. De Gues(1997) describes a “Living” company as being sensitive to business environment changes, having the ability to learn and adopt, and having cohesion and identity. Such organizations embrace change as a way of life rather than as a quick-fix solution to a crisis. Needless to say such agile, flexible and nimble organizations create for themselves a huge competitive advantage and lead competition rather being led by it.

Implication for Managers

Lewin (1951) had famously said, “Nothing as practical as good theory”. Even then, it is easy to trash the above analysis as arm-chair theory. Yet,

be it known that before gathering empirical evidence on any phenomena managers in organizations need to completely understand the subject of their investigation. The above analysis serves this purpose precisely. Hence, managers may find lot of utility in the highly theoretical and conceptual discussion that has happened above. First, and foremost, managers can derive inspiration to push an agenda, and may be a justification for why to relentlessly implement a Kaizen culture in their organization, be it manufacturing or service producing. As seen in preceding sections Kaizen, is to organizational change as are little drops of water to a might ocean. Second, managers will certainly get more clarity on how to drive, built and nurture values and thereby organizational culture. It is easy to loose oneself in the prevalent culture of an organization and crib that nothing can be done about it. In contrast, this paper has forcibly argued that show value to your employees in some activity and once sold, it is just a matter of time before it becomes a dominant culture. For laggards to the world of quality management, this paper gives bird's eye view to an illustrative list of tools that can be useful. By documenting the illustrative parameters of organizational competitiveness the authors have painted a compelling picture of what to measure to ensure effective implementation of Kaizen events. Last but not least, managers can derive lot of value in understanding the linkages between Kaizen culture, its outcome and how it impacts upon the 7 critical Ss of an organization's fabric thus making organization a "Living" entity.

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