

# Africa Kaizen Annual Conference 2021

*“Opportunities to Accelerate Industrialization and Trade in Africa:  
Streamlining Kaizen/QPI with Digital Technologies, Start-ups,  
SME Development, and Home-Grown Economic Activities in Africa”*

## Panel Discussion

**“How to Strengthen the Competitiveness of African Firms and Businesses in the Global Economy,  
and the Roles of Stakeholders in a Changing Environment.”**

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# Reasons or issues that bring about the lack of competitiveness of African firms or business in the global economy/market



## Internal Factors

**Weak Firm Capability  
(Management, Technical)**

**Weak Entrepreneur Capability for Innovation**



## Access Factors

**Lack of Access to Global Business  
(Trade & Investment)**

**Lack of Access to Finance**



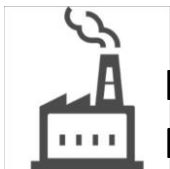
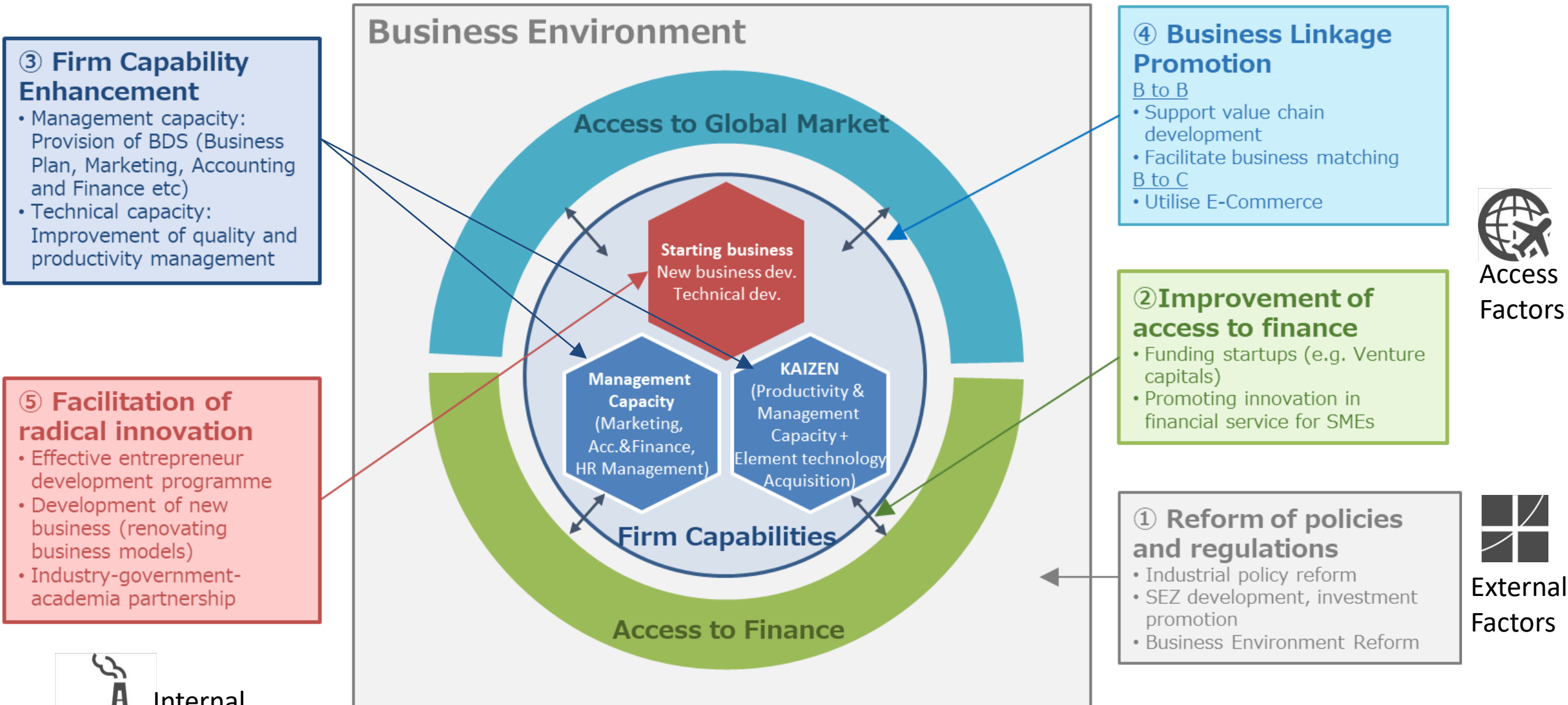
## External Factors

**Unfavorable Business Environment  
(incl. Policies & Regulations)**

**Fundamental External Issues (incl. Security, Climate, Population etc.)**

# Comprehensive approach of private sector development

- 5 critical approaches for strengthening competitiveness by JICA with partners -

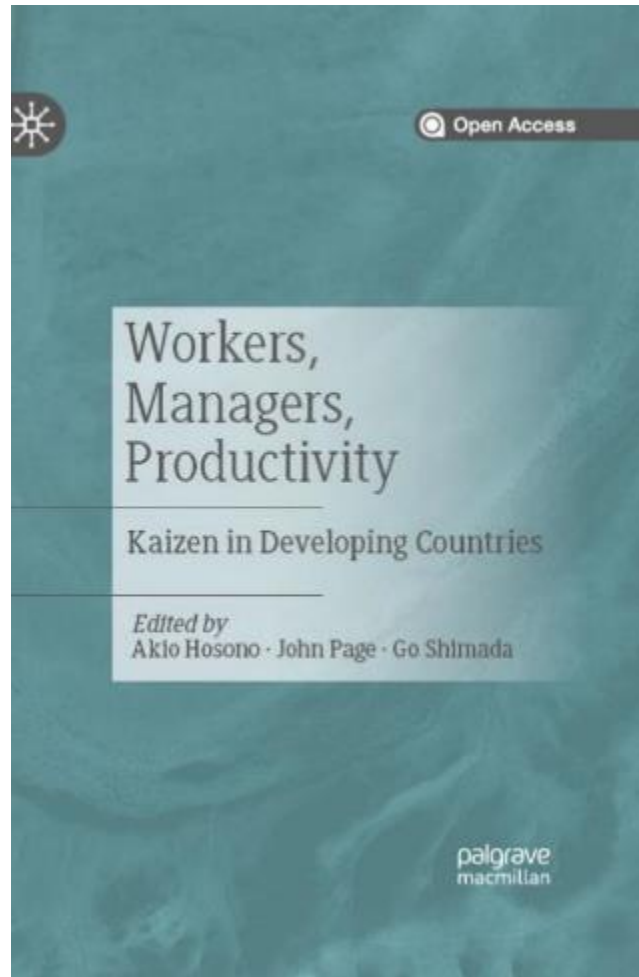


Internal Factors

(For reference) *How Kaizen can contribute to strengthening competitiveness of firms*

## “Workers, Managers, Productivity: Kaizen in Developing Countries”

- Edited by Akio Hosono, John Page and Go Shimada (2020); GDN-JICA RI joint research -



Chapter 1: Overview

**Akio Hosono, John Page, Go Shimada**

Chapter 2: Industrial Policy, Firm Capabilities and Kaizen

**John Page**

Chapter 3: Kaizen towards learning, transformation, and high-quality growth: insights from outstanding experiences

**Akio Hosono**

Chapter 4: Why is Kaizen Critical for Developing Countries? – Kaizen as a Social Innovation in the Era of Global Inequality

**Go Shimada**

Chapter 5: Kaizen promotion in Ethiopia

**Kimiaki Jin**

Chapter 6: Kaizen Dissemination through the Government and Private Sector in Southeast Asia: Malaysia, Indonesia, and Myanmar

**Toru Homma**

Chapter 7: Opportunities for Kaizen in Africa, Developing the Employability of African Youth through Kaizen

**Momoko Suzuki, Eriko Sakamaki**

Chapter 8: The Role of Kaizen in Participation in the Global Value Chain: The Case in Mexico

**Keiji Katai**

Chapter 9: Enhancing Learning through Continuous Improvement: Case Studies of the TPS in South Africa

**Keiji Ishigame**

Chapter 10: Does Management Matters? An Assessment of Kaizen in Brasil

**Filipe Lage de Sousa, Mauricio Canêdo-Pinheiro, Bernardo Pereira Cabral, Glauca Estefânia de Sousa Ferreira**

Chapter 11: Kaizen for Small and Medium Sized Enterprises in Vietnam

**Vu Hoang Nam, Nguyen Thi Tuong Anh, Doan Quang Hung**

Chapter 12: Management Practices and Performance Improvement in Manufacturing Enterprises: The Case in Ghana

**Charles Godfred Ackah, Richmond Atta-Ankomah, Johnson Appiah Kubi**

Chapter 13: Consequences of Kaizen practices in MSMEs in the Philippines:

**Nestor O. Raneses, Nelson G. Cainghog, Mili-Ann M. Tamayao, Kristine Mae C. Gotera**

**Open Access:** <https://www.palgrave.com/gp/book/9789811503634>

*“Given its wide range of case studies from across Africa, Asia and Latin America, the book showed evidence in both large and smaller firms that Kaizen resulted in productivity and quality improvements and in some cases, that it enabled firms to upgrade their position in global value chains.”*