

## Research Summary

The research entitled “About Kaizen in Japan-Suggestion for Vietnam” funded by the Sumitomo Foundation was aiming at :  
1) Kaizen in Japan : past and present (What is Kaizen ?, Paces of Kaizen’s implementation, The benefits of Kaizen system, Basic Kaizen programs; 2) Suggestions for Vietnam (The Principle of Kaizen, The way to implement Kaizen Reporting System, The way to implement Kaizen Event, Kaizen for long term business growth, The Lesson for Vietnam Enterprises).

The data were mainly collected from published materials (books, magazines, newspapers, pictures, internet, etc.) and written documents in Vietnamese, Japanese and English. Kaizen implementation in Vietnamese companies were surveyed. In addition, interviews with leaders in companies implemented Kaizen system.

Kaizen is a Japanese system of continuous improvement in quality, technology, process, company culture, productivity, safety and leadership. Kaizen has become one of the most famous management philosophy in the world. Because kaizen provides methods and tools to transform the company step by step into a “lean” organization. “Lean” productions is the only way to survive in the globally competitive world of the 21<sup>st</sup> century. “Lean” does not mean job cuts. The cycle of Kaizen activity also known as Shewhart cycle or Deming cycle has the following four steps: standardize operations, measure the standardized operation, gauge measurements against requirements, innovate to meet requirements. Kaizen involves every measurements against requirements, innovate to meet requirements. Kaizen involves every employee in making change, in most cases small, incremental changes. It focuses on identifying problems at their source, solving them at their source, and changing standards to ensure the problem stays solved. In Japan, Kaizen has a long and successful history. Toyota is a classic example to show the opportunities for success in applying the Kaizen philosophy. But today almost all Japanese company is following Kaizen. More foreign companies applied Kaizen system to their business, including Kaizen Event and Kaizen Reporting System. Some were successful and some failed. In Vietnam, some companies has been implementing Kaizen methods, such as GRANITE VIGLACERA TIEN SON COMPANY, TAN HOA COMPANY, PANASONIC COMPANY, ESTEC VINA CORP, IALY HYDRO POWER COMPANY etc. But most of people have never known Kaizen before yet.

Kaizen still has not become an important system in the business. As a result, many companies failed with Kaizen methods. At once, they wasted time, money and lost big chance to improve working environment, company culture and so on. There are some main reasons: management did not really support it, employees did not know the methods, short time attitude, company had not individual measures.

### Publication of the Results of Research Project:

Verbal Presentation	(Date, Venue, Name of Conference, Title of Presentation, Presenter, etc.)
Thesis	(Name of Journal and its Date, Title and Author of Thesis, etc.)
	*Vietnam Review of Northeast Asian Studies, No.8. August, 2008 Tong Thuy Linh. “Kaizen – The Continuous Improvement of the Japanese People” Pp.31-43
	*Vietnam Review of Northeast Asian Studies, No.4. April, 2009 Tong Thuy Linh. “Kaizen: The Lesson for Vietnam Enterprises” Pp15-25
Book	(Publisher and Date of the Book, Title and Author of the Book, etc.)