Panel Discussion
Kaizen: Research-Action Nexus

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(Goethe University Frankfurt)

GDC Session 2019
Book Launch and Panel Discussion

Why Kaizen maybe more effective than other trainings

Kaizen	**Other management trainings**
Starts from firm-level needs	Industry best practice
Firms' identity is linked to products	Financial literacy training, accounting trainings …
Involvement of workers	Leadership and high CEO discretion

Based on own field experiments in Zambia:

Suggestion to extend Kaizen trainings

Impacts of Production Management Training on Micro-Entrepreneurs
(with Rajesh Ramachandran)

Marketing for Micro Entrepreneurs: A Digital Intervention
(with Rajesh Ramachandran and Egbert Amoncio)

Kaizen has been applied in large & medium-sized firms

→ not: micro firms which provide the vast majority of firms (average size US vs India is 45 vs 2.6)

→ Zambia: majority created by self-employment

Suggestion for future research:
Kaizen in micro firms

Kaizen is about incremental improvements

→ how to measure incremental improvements in an environment of lower numerical capabilities?

→ Zambia: tools are easy to count and no underreporting

Suggestion for future research:
Innovative and context-matching measurement

Kaizen is a supply-side approach

→ do good products sell without help?

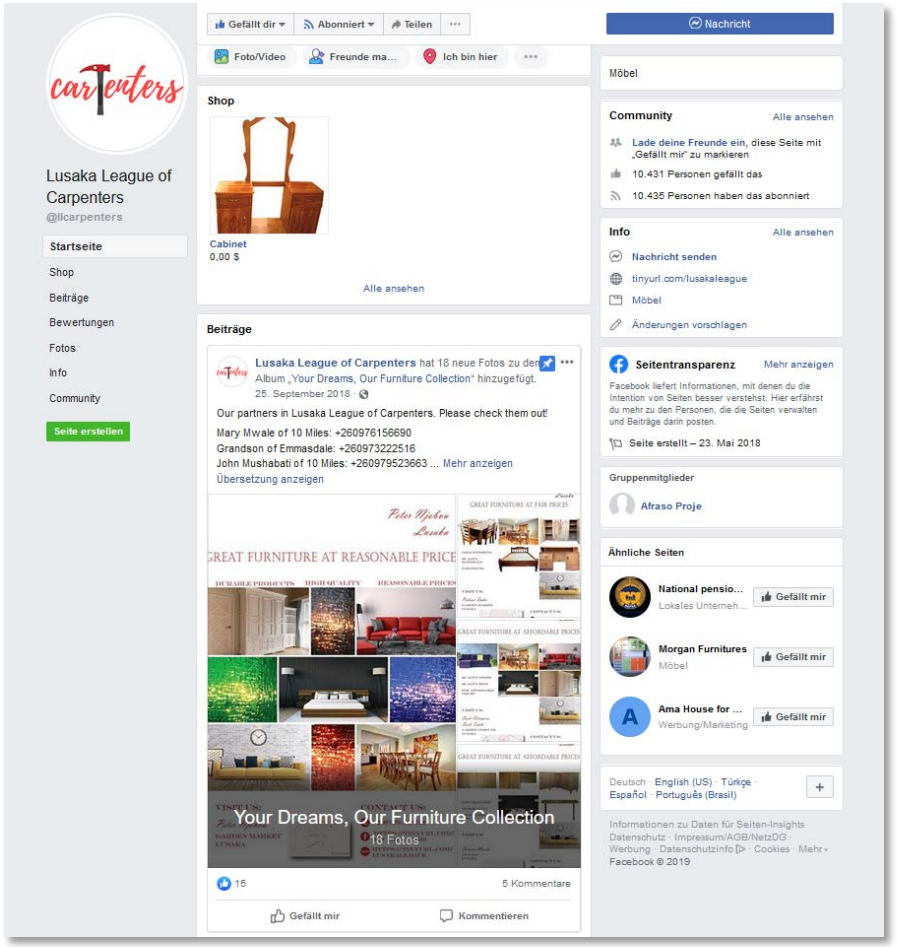
→ Zambia: digital platforms for market access contributes substantially to growth

Suggestion for future research:
Teaching complementary skills

THANK YOU!

APPENDIX

Facebook


Lusaka League of Carpenters
@llcarpenters
Startseite
Shop
Beiträge
Bewertungen
Fotos
Info
Community
Seite erstellen
Gefällt dir
Abonniert
Teilen
Nachricht
Foto/Video
Freunde ma...
Ich bin hier
Möbel
Shop
Cabinet
0,00 $
Alle ansehen
Community
Alle ansehen
Lade deine Freunde ein, diese Seite mit „Gefällt mir" zu markieren
10.431 Personen gefällt das
10.435 Personen haben das abonniert
Info
Alle ansehen
Nachricht senden
tinyurl.com/lusakaleague
Möbel
Änderungen vorschlagen
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Seite erstellt – 23. Mai 2018
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Möbel
Ama House for ...
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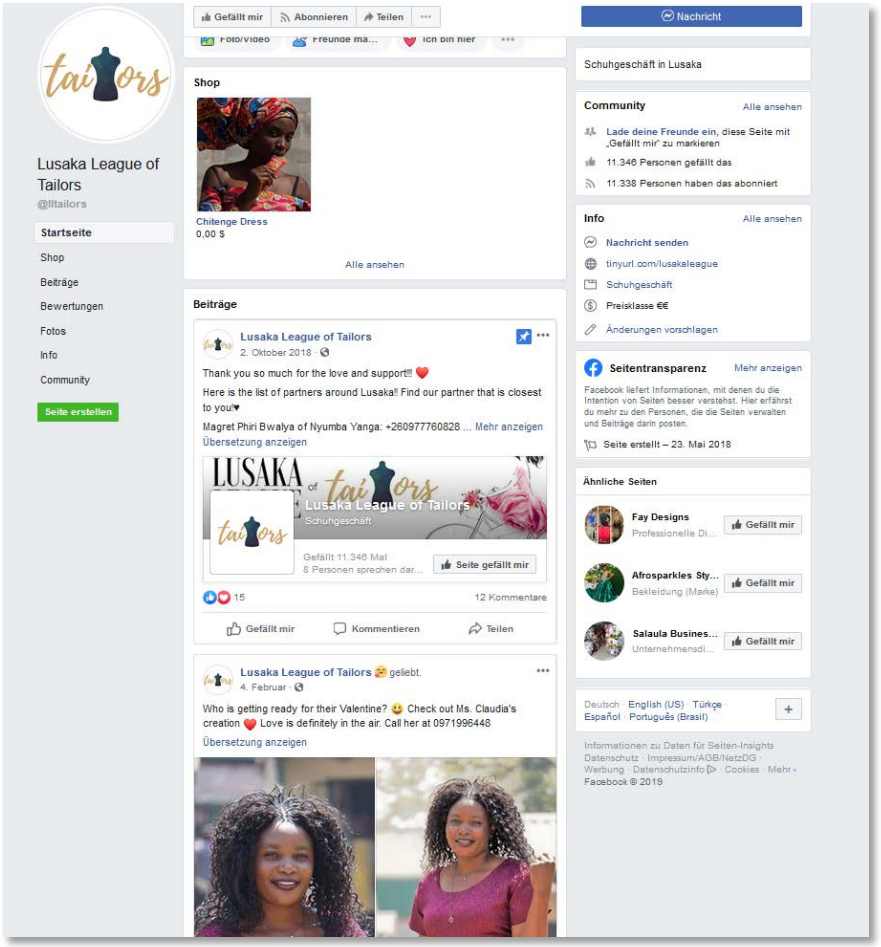
Beiträge
Lusaka League of Carpenters hat 18 neue Fotos zu der Album „Your Dreams, Our Furniture Collection" hinzugefügt.
25. September 2018
Our partners in Lusaka League of Carpenters. Please check them out!
Mary Mwale of 10 Miles: +260976156690
Grandson of Emmasdale: +260973222516
John Mushabati of 10 Miles: +260979523663 ... Mehr anzeigen
Übersetzung anzeigen
GREAT FURNITURE AT REASONABLE PRICE
Your Dreams, Our Furniture Collection
18 Fotos
15
5 Kommentare
Gefällt mir
Kommentieren


Lusaka League of Tailors
@litailors
Startseite
Shop
Beiträge
Bewertungen
Fotos
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Seite erstellen
Gefällt mir
Abonnieren
Teilen
Nachricht
Foto/Video
Freunde ma...
Ich bin hier
Schuhgeschäft in Lusaka
Shop
Chitenge Dress
0,00 $
Alle ansehen
Community
Alle ansehen
Lade deine Freunde ein, diese Seite mit „Gefällt mir" zu markieren
11.346 Personen gefällt das
11.338 Personen haben das abonniert
Info
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tinyurl.com/lusakaleague
Schuhgeschäft
Preisklasse €€
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Beiträge
Lusaka League of Tailors
2. Oktober 2018
Thank you so much for the love and support!! ❤️
Here is the list of partners around Lusaka! Find our partner that is closest to you!♥
Magret Phiri Bwalya of Nyumba Yanga: +260977760828 ... Mehr anzeigen
Übersetzung anzeigen
LUSAKA of tailors
Lusaka League of Tailors
Schuhgeschäft
Gefällt 11.346 Mal
8 Personen sprechen darüber
Seite gefällt mir
15
12 Kommentare
Gefällt mir
Kommentieren
Teilen
Lusaka League of Tailors geliebt.
4. Februar
Who is getting ready for their Valentine? 😃 Check out Ms. Claudia's creation ❤️ Love is definitely in the air. Call her at 0971996448
Übersetzung anzeigen

Flyer

LUSAKA LEAGUE tailors
WEAR YOUR DREAMS

PASSION FOR FASHION
VISIT US:
CONTACT US:

LUSAKA LEAGUE carpenters
YOUR DREAMS. YOUR HOME.
OUR FURNITURE.

GREAT FURNITURE AT ZAMBIAN PRICES
VISIT US:
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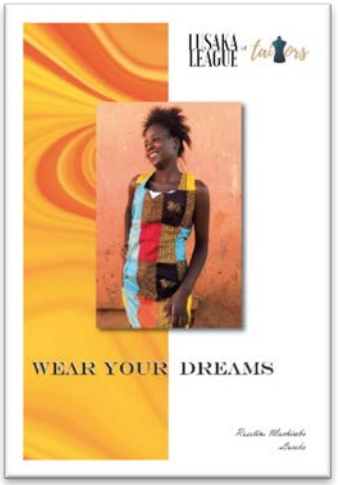
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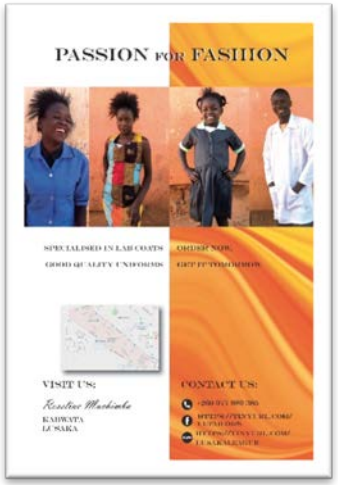
WEAR YOUR DREAMS


PASSION FOR FASHION
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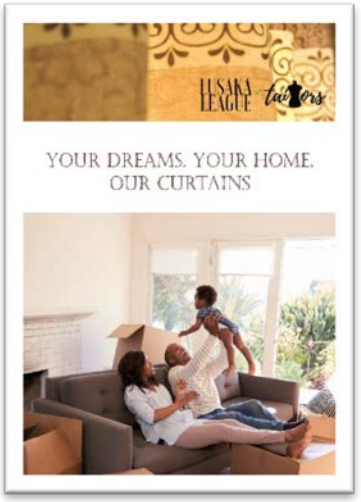
LUSAKA LEAGUE tailors
YOUR DREAMS. YOUR HOME.
OUR CURTAINS

GREAT CURTAINS AT ZAMBIAN PRICES
VISIT US:
CONTACT US:

Effect of Kaizen Training on Key Outcome Measures

	Management Practices		Business Indicators					
			Business Investment into Equipment				Profits	Hours Worked
	(1) Index of 5s Activities	(2) Index of Cooperation Activities	(3) Purchase of Any Electric Tool	(4) Purchase of Electric Sanders	(5) Purchase of Electric Drills	(6) Purchase of Other Electric Tools	(7) Directly reported Profit	(8) Hours Worked Normal Week
Treated Dummy	0.59***	0.086	0.093	0.18**	0.13	0.19**	-190	-6.68***
	(0.16)	(0.13)	(0.081)	(0.082)	(0.084)	(0.086)	(347)	(2.45)
	[0.28 - 0.91]	[-0.17 - 0.35]	[-0.067 - 0.25]	[0.015 - 0.34]	[-0.040 - 0.30]	[0.020 - 0.36]	[-879 - 500]	[-11.6 - -1.82]
Dummy for Owned Any Electric Tool in 2015	No	No	Yes	No	No	No	No	No
Dummy for Owned Electric Sanders in 2015	No	No	No	Yes	No	No	No	No
Dummy for Owned Electric Drills in 2015	No	No	No	No	Yes	No	No	No
Dummy for Owned Other Tools in 2015	No	No	No	No	No	Yes	No	No
Observations	109	109	109	109	109	109	90	94
R-squared	0.118	0.004	0.298	0.176	0.273	0.157	0.003	0.075

Note: The dependent variable in column (1) is a standardized index of 5S activities, namely, (i) reporting of sorting the production area at least once a week; (ii) reporting that tools are never missing during production due to mishandling; (iii) reporting that timber is never spoilt due to poor storage; and (iv) reporting that timber is sorted and stored.
The dependent variable in column (2) is a standardized index of cooperative activities within the market, namely, cooperation through (i) subcontracting work to other producers; (ii) lending or borrowing machinery from other producers; (iii) in training workers; (iv) in product development;
(v) In marketing products; (vi) in purchase of raw materials excluding timber; and (vi) purchase of timber.
The dependent variable in column (3) - (6) is capturing investment into assets, namely, (i) any electric tool; (ii) electric sanders; (iii) electric drills; and (iv) other electric tools, respectively.
(5) The dependent variable in column (7) is hours worked in a normal week in April of 2016.
The dependent variable in column (8) is directly reported profit for a normal month in April of 2016.
All regressions estimated using ordinary least squares regressions. *p < :10; **p < :05; ***p < :01

Corroborating hypothesized effects through test of channels

	(1) Change in Electricity Expense Last Month	(2) Change in Electricity Expense Normal Month	(3) Prefers Access to Technology
Dummy for owns Electric Tools in 2016	35.3*	31.7	
	(20.5)	(19.9)	
	[-5.58 - 76.2]	[-8.07 - 71.4]	
Treated Dummy			0.24**
			(0.094)
			[0.054 - 0.43]
Constant	40.6**	42.1***	0.37***
	(15.9)	(15.5)	(0.067)
	[8.86 - 72.4]	[11.2 - 73.0]	[0.24 - 0.50]
Observations	78	78	108
R-squared	0.038	0.035	0.035

Note: The dependent variable in column (1) measures the reported change in expenditure on electricity comparing the reported last month of electricity expenditure at endline (March 2016) to the expenditure on electricity in the last month at baseline (March 2015).
The dependent variable in column (2) measures the reported change in expenditure on electricity comparing the reported normal month of electricity expenditure at endline (March 2016) to the expenditure on electricity in a normal month at baseline (March 2015).
The dependent variable in column (3) is a dummy that takes the value 1 in case the individual states that he prefers access to technology that reduces cost of production by 100 Kwachas. On the other hand, it takes the value 0 when the individual states he strictly prefer an increase in the sale price of an equivalent amount, or considers an increase in sale price or access to technology as equivalent. Note, only 9 individuals consider both to be equally good.
All regressions estimated using ordinary least squares regressions. *p <:10; **p <:05; ***p <:01