



**National Board for  
Small Scale Industries**

# **KAIZEN PROMOTION ACTIVITIES IN GHANA**

**BY: Kosi A. Yankey-Ayeh ; Executive Director**



# ABOUT NBSSI

- NBSSI established in 1981 by Act (434)1981
- NBSSI Operational in 1985
- NBSSI's role is the promotion and development of Micro, Small and Medium Enterprises (MSME) in the country
- NBSSI is an agency under MOTI
- NBSSI staff strength is approx. 781
- 10 regional offices
- 178 District offices



# NBSSI

## VISION

- Create an enabling, competitive and vibrant business environment in which all Micro, Small and Medium Enterprises thrive to achieve their full potential

## MISSION

- To be the lead authority that coordinates the MSME sector and facilitates the competitiveness of Micro, Small and Medium enterprises through the provision of efficient, effective enterprise development services and innovative financial services.



# NBSSI PROGRAMMATIC PILLARS

Business  
Development  
Support

Access to  
finance

Mentoring/  
Coaching

Technical  
Support



# NBSSI ACHIEVEMENTS – 2017 – to date

From 2017 – to date

Outcome	Males	Females	Total
New Jobs Created	7,273	11,300	18,573
New Businesses Established	4,267	9,132	13,399
Clients Access Institutional Credit	1,300	2,335	3,635

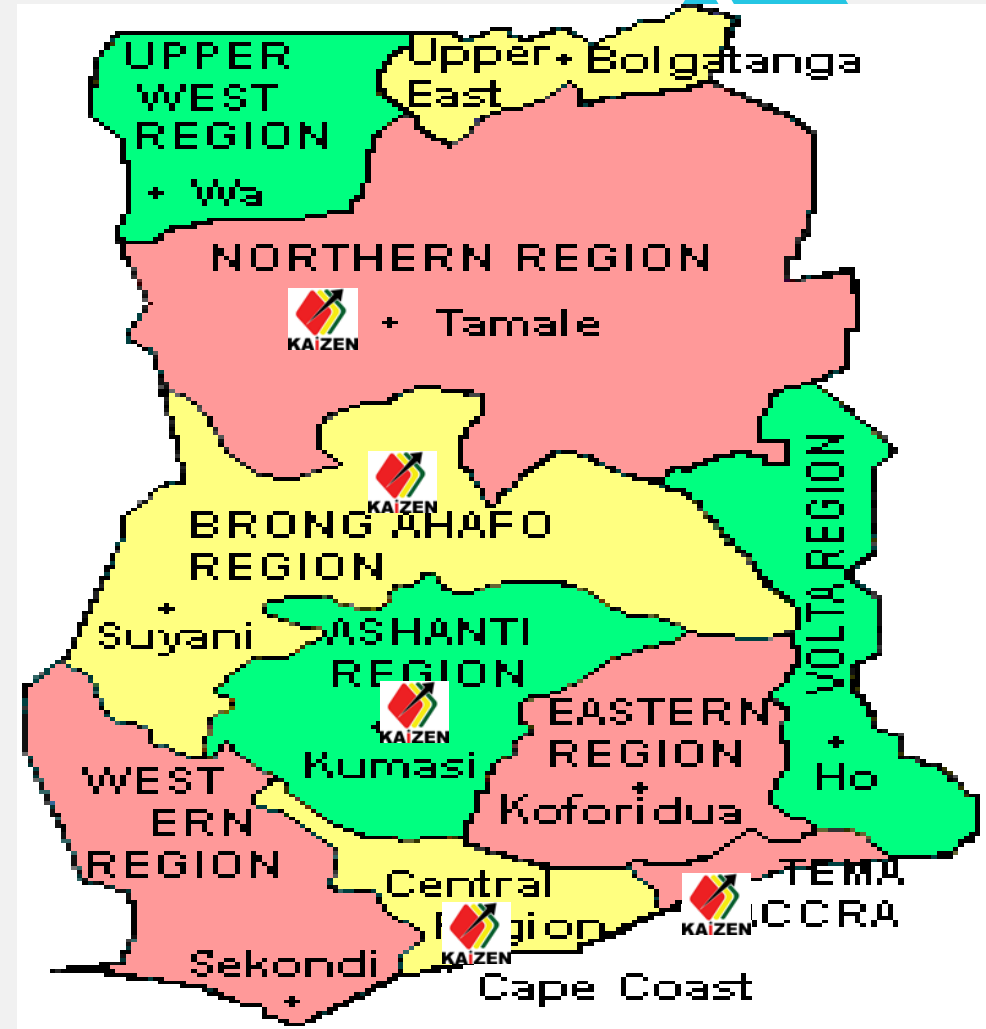


# Kaizen the Business Acceleration Tool



# KAIZEN EXPANSION IN GHANA

- 254 Enterprises receive Kaizen Training
- Kaizen was implemented in 5 of the then 10 regions (now 16 regions)
  - Northern Region
  - Brong-Ahafo Region
  - Ashanti Region
  - Central Region
  - Greater Accra Region



# ROLE OF GOVERNMENT IN KAIZEN PROMOTION

## KAIZEN:

Goal is to assist MSMEs add value to their products, maintain secure places of work and to continuously improve production processes with a view towards maximizing profits.

- The National Board for Small Scale Industries has partnered the Japanese International Agency (JICA)
- Intervention initiated in 2012
- Administered through Business Advisory Centers



# THE PRINCIPLES OF KAIZEN

Kaizen involves three principles:

- Focus on gradual improvements
- Improvement in processes and waste reduction
- Involvement of workers at all levels of decision making



# CHALLENGES OF THE SECTOR



- Quality infrastructure
- Human capital development
- Commitment of the top management
- Effective communication among workers
- Presence of Kaizen champion
- Cultural barriers:
  - Within the adopting firm
  - Broader local context

# KAIZEN IMPACT IN GHANA



- Kaizen was an introduction of management techniques through training to manufacturing enterprises in Ghana
- Adoption led to Significant impact on the performance of manufacturing enterprises that participated in the training
- Evidence of a significant impact of the training on the firm's number of workers, sales, profit and output.



# Case Studies: Shekinah Bakery



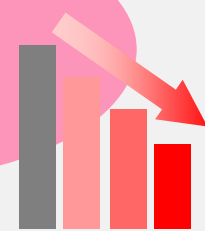
Sales  
**+53%**



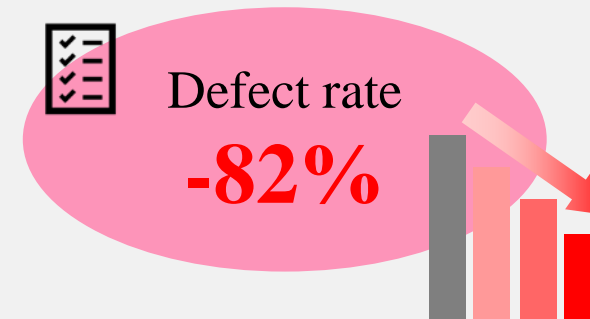
Defect rate  
**-45%**



Lead time  
**-30%**



# Case Studies :Uni Jay Fashion (Sewing industry making for school uniforms, etc.)



# Case Studies

## Solutions Oasis Company Limited (Soap)



Sales  
**+72%**



Defect rate  
**-100%**



Inventory  
**-99%**



# Acknowledgements

- Management Practices and Performance Improvement in Manufacturing Enterprises: The Case of Kaizen Adoption in Ghana
- Charles Godfred Ackah, Richmond Atta-Ankomah and Johnson Appiah Kubi
- NBSSI staff
- JICA Accra Office





# Thank You

📞 +0302668641 / 2

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