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IMPLEMENTATION OF KAIZEN MODEL IN KAZAKHSTAN

Kaizen is the model of continuous improvement. Was first introduced by Maasaki Imai as the concept in Japanese management, the actual meaning of kaizen is "Change for better". After the World War II it started being used globally because of the unique principles that motivate people to be more efficient at workplace. kaizen's 5-s elements are: Sort, Straghten, Scrub, Standardize, Sustain. 5-s is an extremely effective tool to get your work effectively and qualified done. "The KAIZEN culture requires employees to use their heads instead of just hands."- (Lean Kaizen: A Simplified Approach to Process Improvements). So, those organizations which follow kaizen 5 elements should take in a consideration personal and working continual self-improvement, which as a result may increase the overall productivity. The kaizen strategy starts and ends with employees.

One the most popular example of kaizen using is Toyota Case. First of all, Toyota's corporate core values are based on the elements of kaizen. Recently, Toyota had problems with big errors which was made due to the production line, where the little error on the first steps resulted to a big errors in the end[1]. After top managers investigated such kind of mistakes they decided to let its own employees to stop the production line whenever they think there might be an error, and fix it or make some improvements by themselves. This is a good example of how kaizen model may reward people to pay more attention to the quality of work, instead of the just more work. This style of leading and managing can prevent the future crisis or loss in the organization and increase the productivity. In any organization 80% is make up by employees, and this is why it is very important to pay attention to the knowledge, skills and culture of the employees in order to become successful organization. However, it might take a time to adopt this style of managing, especially in another countries. Every country has its own cultural identity, that is why local traditions may affect or influence on the management style running in the particular place.

The Central Asian Region is enough suitable place to implement kaizen concept, because of the similarities in the culture, which may play a big role in success adaptation of kaizen. Kazakhstan is a country with a big potential of natural resources and one of the factor for further growth in international market is the proper management. The Kazakhstani market now is a very distinguished area for implementing Kaizen model of management. In 17 of November 2011 The National Innovation Fund of The Republic of Kazakhstan has assigned a memorandum of partnership with kaizen Institute founded by Masaaki Imai – the author of kaizen model. This assignment suppose to build a strong innovative organizational politics in the Kazakhstani market, include the developing of kaizen model, sharing the business experience between both countries. Since that time more and more companies start to implement this model into use.

The biggest transportation and logistics company in Kazakhstan «Kedentransservice» had been adopted kaizen model for its top and middle management. The company organized several trainings for its employees for better understanding the advantages of the model [2]. Another one successful and biggest Kazakhstani company RG Brands works on international level, main distribution goes in 4 countries like: Russia, Uzbekistan, Tajikistan, Turkmenistan. It has 4 main branches, specializing on the producing particular product such as Juice, Water, Food stuff and Beverages. Nearly, since 2014 RG Brands was recognized as a "Model Company In Kazakhstan in Kaizen Area". The original certificate was given by Management consultant in Industrial Development and «KAIZEN» in Tokyo, Japan [3].

However, the real process of adaptation begins when people start to implement this model in their daily-life. This is how Aktau Hospital in the cooperation with Hajime Suzuki had passed trainings of kaizen development among the doctors. This training session was made to teach people how simple principles of kaizen may prevent stressful situations in the workplace through the management tactics [4]. Since kaizen model is being used in Kazakhstan very recently it is very difficult to make an analysis of the results, because kaizen model supposed to work as non-ending philosophy of improvement in any area of your business, but to use it as a strategy for downsizing is not the best way of getting it efficiently. It is important to mention the possible risks, which Kazakhstani companies may face trying to adopt kaizen.

According to the Hayashi S. [5], kaizen works efficiently in Japan mostly because companies have an organic structure, the teamwork is highly preferred and strong collective background. The reason why kaizen model failed in Indonesia was the fact that Indonesian employees were feeling less responsibly for their job and also they felt a fear to give an advises to a top managers [6]. Or another fail implementation of kaizen in Germany was because of German companies have a rigid job and bureaucratic company structure, which prevent employees from open communication, decision making and sharing the responsibilities [6]. According to the international experience we should take in to a consideration that local cultural characteristics plays the biggest role in adaptation process.

The well-known model of management kaizen is developing in Kazakhstani market. It is need to mention the factors that are distinguished for kaizen implementation in Kazakhstan. These are: nearly assigned partnership between Kazakh National Fund of Innovations and Kaizen Institute, the kaizen trainings that already have provided in many organizations, the similarities in culture, the growth of international and Japanese organizations in Kazakhstan.

A brief list of the most important factors would include globalization and an increasingly competitive business environment, growth of manufacturing and the growth of the service sector, technological change and the near-universal use of the Internet. And that is not a whole list of possible priorities. Some big and leading companies already had been implemented kaizen, but it is too soon to analyze the impacts and outcomes. However, the international experience shows that those companies increased its productivity for 100%, cut 90% of inventory and decreased 50% of defects. Looking on that statistics the question comes itself "Why not to implement kaizen in Kazakhstan?".

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